



SHANGHAI GENCH
EDUCATION GROUP LIMITED

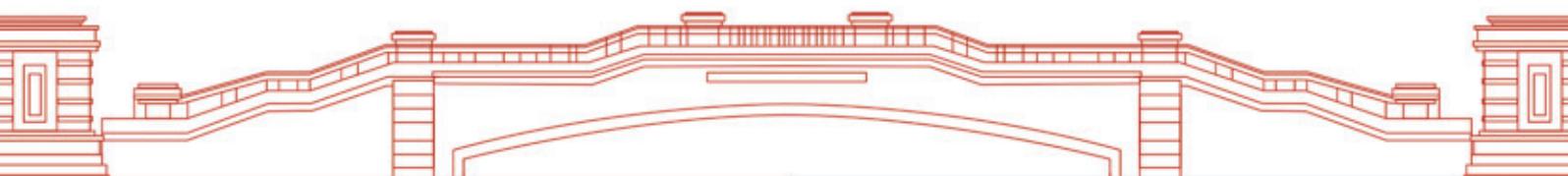
上海建橋教育集團有限公司

2021

ANNUAL REPORT

Stock code: 1525

(Incorporated in the Cayman Islands with limited liability)





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CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Zhou Xingzeng (周星增) (*Chairman*)

Mr. Zheng Xiangzhan (鄭祥展)

Mr. Shi Yinjie (施銀節)

Non-executive Directors

Mr. Zhao Donghui (趙東輝)

Mr. Du Jusheng (杜舉勝)

Independent Non-executive Directors

Mr. Chen Baizhu (陳百助)

Mr. Hu Rongen (胡戎恩)

Ms. Liu Tao (劉濤)

AUDIT COMMITTEE

Ms. Liu Tao (劉濤) (*Chairman*)

Mr. Hu Rongen (胡戎恩)

Mr. Chen Baizhu (陳百助)

REMUNERATION COMMITTEE

Mr. Hu Rongen (胡戎恩) (*Chairman*)

Mr. Zheng Xiangzhan (鄭祥展)

Ms. Liu Tao (劉濤)

NOMINATION COMMITTEE

Mr. Zhou Xingzeng (周星增) (*Chairman*)

Mr. Hu Rongen (胡戎恩)

Mr. Chen Baizhu (陳百助)

COMPANY SECRETARY

Ms. Zhang Zhimo (張芷陌)

AUTHORISED REPRESENTATIVES

Mr. Zheng Xiangzhan (鄭祥展)

Ms. Zhang Zhimo (張芷陌)

COMPLIANCE ADVISOR

TC Capital International Limited

REGISTERED OFFICE

Cricket Square

Hutchins Drive, P.O. Box 2681

Grand Cayman, KY1-1111, Cayman Islands

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

No. 1111, Huchenghuan Road

Pudong New Area, Shanghai, PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

40th Floor, Dah Sing Financial Centre

No. 248 Queen's Road East

Wan Chai, Hong Kong

LEGAL ADVISOR AS TO HONG KONG LAW

Morgan, Lewis & Bockius

AUDITORS

Ernst & Young

Certified Public Accountants

Registered Public Interest Entity Auditor

27/F, One Taikoo Place

979 Kings Road

Quarry Bay, Hong Kong

CAYMAN ISLANDS PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited

Cricket Square, Hutchins Drive, P. O. Box 2681

Grand Cayman, KY1-1111

Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited

Shops 1712-1716, 17th Floor, Hopewell Centre

183 Queen's Road East

Wanchai, Hong Kong

PRINCIPAL BANKS

Agricultural Bank of China (Shanghai Pudong Branch)

Huaxia Bank (Lingang Branch)

China Construction Bank (Jinqiao Branch)

COMPANY WEBSITE

<http://www.genchedugroup.com>

STOCK CODE

1525

MILESTONES

Year	Events
2000	<ul style="list-style-type: none">The predecessor of our University, namely, Private Shanghai Jian Qiao Vocational College* (民辦上海建橋職業技術學院), and Jian Qiao Group were established.
2005	<ul style="list-style-type: none">Shanghai Jian Qiao Vocational College* (上海建橋職業技術學院) transformed into our University, a higher education institute which is entitled to provide undergraduate education in addition to higher vocational education, and changed its name to Shanghai Jian Qiao University (上海建橋學院).
2015	<ul style="list-style-type: none">Our University moved from its previous campus in Kangqiao County to a new campus in Lingang New City area in Pudong New Area, Shanghai.
2020	<ul style="list-style-type: none">Our Group was listed on the Main Board of the Stock Exchange on 16 January 2020 with stock code: 1525.
2020	<ul style="list-style-type: none">In order to increase the school capacity in relation to student dormitories and teaching facilities that can meet the needs of our Group's expansion in the years to come, our University decided to commence phase three of our campus construction plan. The construction works of the campus facilities being constructed as part of the phase three of our campus construction plan commenced in September 2020.
2021	<ul style="list-style-type: none">Our University successfully converted into a for-profit private school.



(Phase three of campus construction)

FINANCIAL HIGHLIGHTS

FIVE-YEAR FINANCIAL SUMMARY

Results of operation

	For the year ended 31 December				
	2017	2018	2019	2020	2021
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Revenue	356,967	424,587	501,442	554,895	683,580
Gross profit	163,361	222,215	279,913	335,410	421,676
Profit before tax	47,508	110,173	126,285	198,006	243,379
Profit for the year	46,043	108,575	125,420	193,056	179,012

Assets and liabilities

	As at 31 December				
	2017	2018	2019	2020	2021
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Current assets	835,809	470,323	348,858	722,131	501,796
Current liabilities	1,326,599	720,346	943,147	882,937	658,766
Net current liabilities	490,790	250,023	594,289	160,806	156,970
Total non-current assets	2,289,581	2,324,304	2,490,866	2,662,151	2,740,998
Total equity	691,517	889,892	1,014,975	1,762,387	1,828,239

Financial ratio

	As at/for the year ended 31 December				
	2017	2018	2019	2020	2021
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Gross profit margin	45.8%	52.3%	55.8%	60.4%	61.7%
Net profit margin	12.9%	25.6%	25.0%	34.8%	26.2%
Return on assets	1.5%	3.9%	4.4%	5.7%	5.5%
Return on equity	6.7%	12.2%	12.4%	11.0%	9.8%
Current ratio	0.6	0.7	0.4	0.8	0.8
Interest coverage ratio	1.9	2.9	3.6	4.6	6.3
Net debt to equity ratio	1.9	0.8	0.8	0.2	0.2
Gearing ratio ⁽¹⁾	2.0	1.3	1.1	0.6	0.4
Total debt to assets ratio	0.4	0.4	0.4	0.3	0.2

Notes:

- (1) Gearing ratio equals total debt as at the end of the year divided by total equity as at the end of the year. Total debt includes all interest-bearing bank borrowings.

CHAIRMAN'S STATEMENT

MESSAGE FROM THE CHAIRMAN

Dear Shareholders,

On behalf of the Board, I am pleased to present the review of business and results of our Group for the year ended 31 December 2021 and our prospects to the Shareholders.

During the Reporting Period, the Group recorded a revenue of approximately RMB683.6 million, representing a year-on-year increase of 23.2%; gross profit of approximately RMB421.7 million, representing a year-on-year increase of 25.7%. Net profit recorded approximately RMB179.0 million throughout the year, a decrease of 7.3% as compared to that of 2020. Before taking into account the income tax of the year provided for the first time, profit before tax amounted to approximately RMB243.4 million, an increase of approximately 22.9%. The board of directors recommended the distribution of final dividend of HK\$0.10 per share for the year ended 31 December 2021. Together with the interim dividend, the dividend payout ratio reached 38.5% for the year.

Benefiting from the quality operating capacity of the Group and the increasing demand for talents with higher education background in Shanghai, the size of Shanghai Jian Qiao University was further expanded. The total number of full-time students enrolled in the school year 2021/22 amounted to 22,454, an increase of 1,116 as compared with the figure recorded in the school year 2020/21. The average annualized tuition fee amounted to approximately RMB25,871, a year-on-year increase of 11.9%. The University has become the largest applied technology university in Shanghai in terms of enrollment of full-time undergraduate students.

The year 2021 marked the twenty-first year for the Group to focus on high-quality education, and was also a year of transition for building a “Gench of Excellence”. During the year, the government introduced favourable policies for the development of the Lingang Special Region and the high-quality development of vocational education. Shanghai Jian Qiao University, an institution under the Group, has also successfully completed the conversion and become the first for-profit private university among listed companies. Such policy support and completion of the conversion further strengthened our determination to keep promoting the construction of a high-quality vocational education system and actively building first-class private university brand in China.

We adhered to the essence of education. Our high-quality vocational education brand has made great progress and won many awards in the industry. In 2021, Shanghai Jian Qiao University successfully passed the review and acceptance, and maintained the honorary title as “National Model Unit of Civilization (全國文明單位)” and “Shanghai Garden Unit (上海市花園單位)”. According to the latest ranking released by the China Alumni Association, the University ranked third among all category I private universities in China in 2022, about half of our majors ranked top ten among China first-class (applied) majors in 2021 according to the data published by the China Alumni Association, and about third-fourth of our majors ranked among the top 30 in China. Four new majors of the University were selected as first-class undergraduate major development sites in Shanghai, and seven new courses were selected as first-class undergraduate courses in Shanghai. In addition, following last year's award of the Best Small and Medium Market Cap Company at “the Fifth Session of Listed Company Awards of Excellence (第五屆金港股)” by www.zhitongcaijing.com (智通財經), the Group was also granted the Most Valuable Education Company Award at “the Sixth Session of Listed Company Awards of Excellence (第六屆金港股)” this year.

CHAIRMAN'S STATEMENT

We stayed true to our original intention of education, and the development of high-quality connotation has also been steadily improved and our talent training system has been further enhanced. In 2021, in response to the demand orientation of the industry, Shanghai Jian Qiao University was approved to add a new undergraduate major in intelligent manufacturing engineering, and recruited the first batch of students for two new undergraduate majors, namely fashion and communication (時尚傳播), and elder-caring service management (養老服務管理). The eight major clusters have been further strengthened. The University deepened the reform of education and teaching, and promoted the comprehensive development of students from the aspects of both morals and skills. The average proportion of credits for practical teaching of undergraduate majors accounted for more than 40% of the total credits. In the year 2021, 1,211 students won awards at or above the provincial level in discipline competitions, and activities such as the first “Study Style Festival”, the first batch of “Global Quality Experiment Class” and “Lei Feng Award” candidates selection have been organised. It is also our consistent pursuit to develop talents for high-quality employment. The employment rate of graduates in 2021 remained steady at a high level of 98.8%, and 64.6% of them landed their jobs in Shanghai. A number of outstanding students pursued further study at prestigious institutions at home and abroad or worked for renowned enterprises.

The year 2021 was the first year to step towards a new era of high-quality development of higher vocational education. In the foreseeable future, the quality and development of the University's operation will be significantly improved, the setting of majors, the education model and the content of teaching will be further adapted to social needs and there will be richer forms of industry-education integration and school-enterprise collaboration. Meanwhile, higher education groups will also, with the support of the government and the industry, keep improving the quality of school operation, deepening the development of their own capabilities and optimizing education supply focusing on students, so as to meet the society's need for high-quality technical and skilled talents, and bring greater development opportunities to higher education groups with high-quality school-running capabilities.

People with perseverance can travel longer distance and profound accumulation is conducive to delivering excellent performance. As the largest higher vocational education group in Shanghai, benefiting from Lingang New Area's status as dual special regions and with a focus on the strategic opportunities in “filling the gaps in the country” and the innovation and development of key technologies in emerging industries, the Group will adhere to “high-quality operation”, further promote the construction of “integration, internationalisation and digitization”, strive to build the University into a first-class private university in China with more distinctive characteristics and international influence, lead the industry towards the future of “industry-education integration”, set a new model for the high-quality development of higher vocational education in China, and empower thousands of students to achieve a brighter future with high-quality education.

Zhou Xingzeng
Chairman of the Board

29 March 2022

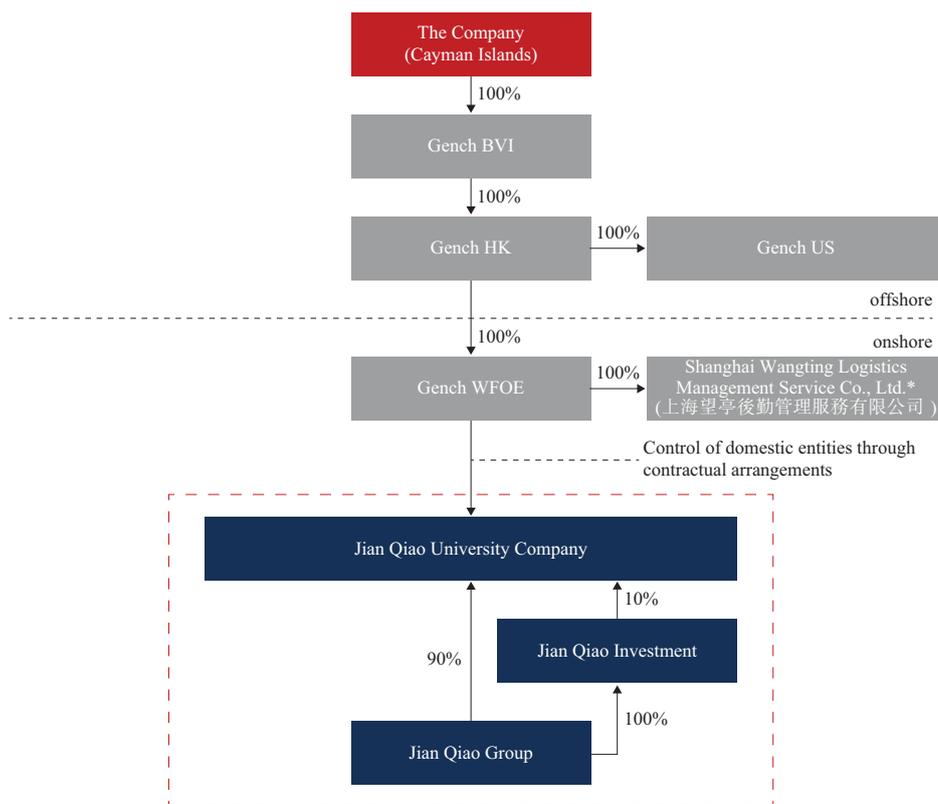
MANAGEMENT DISCUSSION & ANALYSIS

BUSINESS OVERVIEW

The Group is a higher vocational education group which provides undergraduate education and junior college education, focusing on high-quality schooling for the provision of excellent education for students. The Group operates Shanghai Jian Qiao University, being the domestic leading private university, at Lingang New Area in the China (Shanghai) Pilot Free Trade Zone. As measured by the number of full-time undergraduate students enrolled in the 21/22 school year, our University is the largest applied technology university in Shanghai and also a leading private university in the entire Yangtze River Delta. According to CUAANet (中國校友會網), our University ranked third among all category I private universities in China in 2022 and first among private universities in all tier one cities (including Beijing, Shanghai, Guangzhou and Shenzhen) for four consecutive years from 2018 to 2021.

CONVERSION INTO A FOR-PROFIT PRIVATE SCHOOL

The Group has completed internal restructuring. Jian Qiao University Company has obtained the relevant private school operating permit on 21 April 2021 with the short name of “Shanghai Jian Qiao University”. It is now the PRC operating school of the Group and operates as a for-profit private school. Upon the completion of the conversion, our organisation structure chart is as follows:



MANAGEMENT DISCUSSION & ANALYSIS

Software Enterprise Certificate Recognition

In December 2021, Gench WFOE, a subsidiary of the Company, obtained the software enterprise and software product certification from the Shanghai Software Industry Association. According to the certification, Gench WFOE complies with relevant requirements of the “Several Policies for Further Encouraging the Development of Software and Integrated Circuit Industries (《進一步鼓勵軟件產業和集成電路產業發展的若干政策》)” and the Standard for Software Enterprise Evaluation (《軟件企業評估標準》) (T/SIA002 2019), and enjoys corresponding preferential policies.

BUSINESS REVIEW AND OPERATION UPDATE

Our University

Our University is a private university which focuses on undergraduate education and cultivates applied technical talents. As of 31 December 2021, our University offered 71 majors and concentrations in its formal undergraduate program and offered 12 majors and concentrations in its formal junior college program in a wide range of areas including economics, management, literature, art, science and pedagogy. Our University has 1 major with national characteristics, 1 MOE pilot reform undergraduate major, as well as 6 first-class undergraduate majors in Shanghai. Our University has a team of stable and professional teachers. As of 30 September 2021, full-time teachers with a senior title account for 36.6% whereas those with a doctoral degree account for 26.1%.

DUAL SUPPORT OF LINGANG SPECIAL AREA POLICY AND VOCATIONAL EDUCATION POLICY

(I) *Strategic emerging industries gather in Lingang, and the promising future of the “first trial” test field*

Since July 2021, the Opinion on Supporting the High-level Reform and Opening up in Pudong New Area and Building Leading Area with the Development of Socialist Modernization Promulgated by the State Council of Central Committee of the Communist Party of China (《中共中央國務院關於支持浦東新區高水平改革開放打造社會主義現代化建設引領區的意見》), “Several Opinions on Supporting the Independent Development, Reform and Innovation of the Lingang New Area of the China (Shanghai) Pilot Free Trade Zone (《關於支持中國(上海)自由貿易試驗區臨港新片區自主發展自主改革自主創新的若干意見》)”, “Regulations on the Lingang New Area of the China (Shanghai) Pilot Free Trade Zone (《中國(上海)自由貿易試驗區臨港新片區條例》)” and many other policies supporting the high-level reform and opening up of Pudong and Lingang’s “first trial” have been successively introduced. Lingang is gradually becoming a gathering point of China’s strategic emerging industries. As the core area of the national core area for pilot industry-education integration, Lingang has significant potential for exploration of industry-education integration.

(II) *Policies promote high-quality development, and vocational education has a promising future and huge development potential*

In October 2021, the PRC issued the policy of “Opinions on Promoting the High-quality Development of Modern Vocational Education (《關於推動現代職業教育高質量發展的意見》)”, which clearly describes the high-quality development direction of the industry, encouraging listed companies and industry leading enterprises to establish vocational education, and encourages application-oriented undergraduate universities to carry out undergraduate vocational education, encourage the training of more high-quality technical talents. Vocational education has a promising future and huge development potential in the new journey of building a modern socialist country.

MANAGEMENT DISCUSSION & ANALYSIS

OUTSTANDING ACHIEVEMENTS IN THE CONSTRUCTION OF HIGH-QUALITY VOCATIONAL EDUCATION SYSTEM

(I) High-quality brands benefiting the whole country

Our University has been focusing on high-quality vocational education system for over 22 years, and has been certified by Shanghai Audit Centre of Quality System to have implemented the ISO9001 quality management system in 2018, and passed the re-certification in May 2021. From 2005 to 2020, our University was awarded “Shanghai Civilized Company (上海市文明單位)”. From 2015 to 2020, it was awarded “Shanghai Garden Unit (上海市花園單位)” and from 2015 to 2021 won the title of “National Model Unit of Civilization (全國文明單位)”. In 2021, our University was also awarded “Shanghai Smart Security Advanced Group (上海市智慧安防先進集體)” by Shanghai Education System. On 25 January 2022, CUAA.net (中國校友會網) announced the “2022 CUAA University Rankings”, which showed that Shanghai Jian Qiao University ranks third among the 2022 CUAA category I private universities in China, and the ranking has risen by one place from last year.

(II) Leading high-quality professional industry

In 2021, 4 majors of our University were selected as the 2020 Shanghai first-class undergraduate major development sites, and the provincial first-class undergraduate major development sites were increased to 6. 3 courses were recognized as Shanghai first-class undergraduate courses in 2020, and 4 courses were recognized as Shanghai first-class undergraduate courses in 2021. A new undergraduate major in intelligent manufacturing engineering is added for the 2022/23 school year to meet the development needs of the new industry of intelligent manufacturing. In addition, according to CUAA.net (中國校友會網), a number of majors of our University ranked at the forefront of the 2021 China first-class (applied) majors ranking, about 1/2 of the majors ranked among the top ten in the country, and about 3/4 of the majors ranked among the top 30 in the country. Among them, gemology and jewelry materials study, automotive service engineering, digital media art ranked first in the country; electronic science and technology, microelectronics science and engineering, network engineering ranked second in the country; international commerce, communication, journalism, secretary science ranked third in the country.

(III) The high teaching quality has strong capacity

The proportion of full-time teachers with doctoral degrees in our University remains the top in the industry, implementing strong practical teaching strength. As of 30 September 2021, among the full-time teachers of our University, the doctoral degree accounted for 26.1%, the senior title accounted for 36.6%, and the double-position accounted for 19.5%. Our University actively promotes the construction and reform of undergraduate practical teaching system, and continuously expands the depth and breadth of school-enterprise collaboration through the industry-education integration, so as to cultivate students' practical ability. In 2020/21 school year, the average proportion of practical teaching credits of undergraduate majors in our University accounted for more than 40% of the total credits, and a total of 1,211 people received awards in discipline competitions at the provincial and ministerial level and above.

MANAGEMENT DISCUSSION & ANALYSIS

(IV) The well-operated facilities stay at the first-tier in the industry

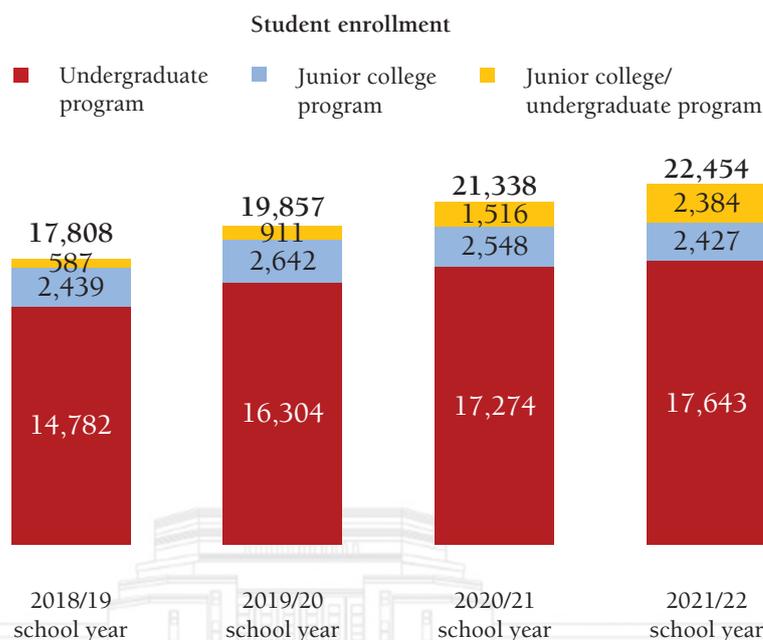
The total value of teaching and scientific research instruments and equipment of our University has maintained a leading level among private universities, and the construction of smart campus has won many awards. In January 2021, our University signed a contract with Shanghai Nanlin Integrated Circuit Co., Ltd. (上海南麟集成電路有限公司) to jointly establish the “integrated circuit package test” industry-education integration and demonstration base. The enterprise invested approximately RMB40 million to establish a complete integrated circuit pilot test line as the base in the school, forming a complete talent cultivation and training system in the industrial chain of integrated circuit layout from design, packaging to testing, etc. In December 2021, our University, as the only private undergraduate university in Shanghai, received the Silver Award for Outstanding Cases of Information Construction and Application of Colleges and Universities in Shanghai in 2021 (2021年度上海市高校信息化建設與應用優秀案例銀獎).

(V) The high rate of high-quality employment has remained stable

Our University attaches great importance to the high-quality employment of students. In recent years, the employment rate of graduates has always been stable at 98% and above while the satisfaction rate of employers remains stable at a high level. As of 27 August 2021, the employment rate of 2021 graduates reached 98.8%, of which 64.6% of graduates managed to stay in Shanghai for employment. The rate of our students studying abroad reached 3.9%, with 28 students entering the top 100 universities in QS World University Rankings and 45 students entering the top 200 universities in QS World University Rankings.

Student enrollment

In the 2021/22 school year, the overall number of full-time enrolled students of our University reached 22,454, representing an increase of 1,116 as compared to that of the 2020/21 school year, such increase in the number of enrolled students was mainly due to the increase in student enrollment of our University. In the 2021/22 school year, the admission quota for our University increased by 169, including 4,377 undergraduates, 707 junior college students, and 1,411 students under junior college/undergraduate programs, a total of 6,495.



MANAGEMENT DISCUSSION & ANALYSIS

Tuition rates

The following table sets forth the average tuition fee of our University for the periods indicated:

	For the year ended 31 December			Percentage change (%)
	2021 RMB	2020 RMB	Change RMB	
Average annualised tuition fees ⁽¹⁾	25,871	23,122	2,749	11.9%

Note:

- (1) Average annualised tuition fees for the years ended 31 December 2020 and 2021 are calculated by dividing total revenue generated from tuition fees of full-time students (excluding part-time students in our continuing education program) by the total number of full-time students enrolled as of 30 September or 31 October (due to the impact of COVID-19 outbreak, the enrollment date of the fresh students of 2020/2021 school year extended to October 2020).

The following table sets forth tuition fee information for our full-time programs for the school years indicated:

	Tuition Fee ⁽¹⁾		
	2019/20 school year	2020/21 school year	2021/22 school year
	RMB	RMB	RMB
Undergraduate program	23,000–30,000 ⁽²⁾	23,000–38,000 ⁽²⁾	30,000–39,800 ⁽²⁾
Junior college program	15,000–18,000	15,000–18,000	15,000–20,000
Junior college/undergraduate program	23,000–27,000	23,000–30,000	23,000–30,000

Notes:

- (1) Tuition fees shown above are applicable to full-time students enrolled in the relevant school years only, excluding tuition fees charged for part-time students enrolled in our continuing education program.
- (2) The tuition fee range of the undergraduate program includes (i) the undergraduate program; and (ii) the undergraduate program under the international program. It excludes tuition fee rate of RMB80,000 per school year for the international design college, the tuition fee rate of RMB58,000 per school year for the bilingual-lectured digital media technology program, the tuition fee rate of RMB45,000 per school year for the bilingual-lectured journalism program and the tuition fee rate of RMB45,000 per school year for the international program with Vaughn College of Aeronautics and Technology.

MANAGEMENT DISCUSSION & ANALYSIS

FUTURE OUTLOOK AND BUSINESS STRATEGY

The Group always adheres to a connotative development path with a focus on quality promotion, strives to establish a high-quality applied technical talents training system, and speeds up the integration of industry and education. The Group's development ideas are highly consistent with the high-quality development direction of the industry. We believe that the Group's high-quality vocational education schooling ability, the first-line regional advantages of Pudong and Lingang Special Area, and the scarce value of the school's profit-making transformation are expected to be gradually recognized by the industry in the future. Looking forward, we will utilize the following strategies to promote our business development:

ENHANCING PROFITABILITY BY OPTIMIZING PRICING AND INCREASING STUDENT ENROLLMENT AT OUR UNIVERSITY

1) The Group will continue to promote schooling quality and gradually optimize the levels of tuition and boarding fees:

In the 2021/22 school year, we have generally optimized our tuition fee for undergraduate and junior college programs, representing an average increase of approximately 10% in the 2021/22 school year as compared to that of 2020/21 school year. In addition, we charge students who are living in the two dormitory buildings under phase two of our campus construction plan boarding fees of RMB5,800 per student per school year, which is approximately 60% higher than our previous boarding fee rate. We plan to charge students who will live in the two smart dormitory buildings which are expected to be used in September 2022 and are under phase three of our campus construction plan boarding fees of RMB7,800 per student per school year. For the dormitory buildings under phase one of our campus construction plan, we have also increased the boarding fees from RMB3,600 to RMB4,800 for new students enrolled in 2021 and 2022.

2) The Group believes that the on-going increase in student enrollment is also important to our success:

We intend to continue to increase our investment in new construction projects to build academic, administrative, and boarding facilities that can meet the needs of our expansion in the years to come. In order to increase the school capacity in relation to student dormitories and teaching facilities to meet the Group's needs in the next few years, our University has implemented the following measures:

- Our University commenced phase three of our campus construction plan in September 2020. Such campus facilities, with a total gross floor area of approximately 60,950 square meters, mainly comprise (i) a multi-function teaching building with a total gross floor area of approximately 9,413 square meters; (ii) two dormitory buildings with a total gross floor area of approximately 21,742 square meters and 21,715 square meters, respectively, and with an aggregate of approximately 3,984 beds which will increase our school capacity; and (iii) an ancillary dormitory building for boarding-related services (such as an office of dormitory management personnel and laundry rooms). The total capital expenditures on phase three of our new dormitory building construction plan are estimated to be approximately RMB340 million (equivalent to approximately HK\$377.4 million), which are expected to be incurred by the end of 2022.
- Our University planned to commence phase four of our campus construction plan in April 2022, to enhance schooling conditions and increase teaching resources. Such campus facilities, with a total gross floor area of approximately 9,900 square meters, mainly comprise a teaching building mainly used in the teaching activities of the international education institute and the continuing education college, such total capital expenditures are estimated to be approximately RMB65 million (equivalent to approximately HK\$79.8 million), which are expected to be incurred by the end of 2023.

MANAGEMENT DISCUSSION & ANALYSIS

BUILDING ON OUR EXISTING STRENGTHS AND EXPLORING NEW GROWTH AREAS

The period of “Fourteenth Five-year Plan” is a key five-year period for Shanghai to accelerate the construction of a modern socialist international metropolis with world influence, and also a key five-year period for the Lingang New Area to initially establish a special economic functional area with strong international market influence and competitiveness. Based on the strong demand for international and high-tech talents in the region, the Group will vigorously develop international education, adult continuing education and non-academic vocational education:

- 1) As to international education, in order to seize the opportunity of international talents of Lingang, our University established an international curriculum center in December 2021 to expand international curriculum programs, broaden the students’ international horizons and facilitate studying abroad.
- 2) As to adult continuing education, the number of students of the Group has a gratifying growth. As of 30 June 2021, adult students of the continuing education programs of our University amounted to 4,473, representing an increase of 80.8% as compared to the corresponding period of last year.
- 3) As to non-academic vocational education, the Group actively respond to vocational education “1 + X” certificate system (職業教育「1+X」證書制度), to deepen the vocational qualification training and enhance students’ occupational skills. As of 31 December 2021, our University provided a total of 80 types of vocational qualification certificate training.

REAPING BENEFITS AFFORDED BY THE LINGANG NEW AREA POLICY TO PURSUE THE INTEGRATED DEVELOPMENT OF INDUSTRY, EDUCATION AND CITY

Lingang is a dual special zone under the superposition of two national strategies: Pudong Pioneer Area and Lingang New Area, carrying an important national strategic mission as the first trial test field of the “Pioneer Area for Socialist Modernization”. Lingang focuses on the innovation and development of key technological links in the field of “Filling the Domestic Gaps” (「填補國家空白」) and emerging industries, which is to establish a special economic functional zone with international market influence and competitiveness. In addition, as the national core area for pilot industry-education integration, Lingang will have more exploration opportunities for industry-education integration.

Our University is located at the core region of Lingang New Area and has fully benefited from the development of industry-education integration in Lingang New Area. It has operated 4 high-energy industry-education integration bases, involving high-tech fields such as communication technology, Internet, intelligent manufacturing and integrated circuit. In September 2021, the “Digital Smart Manufacturing” (「數聯智造」) Industrial College of our University was approved as one of the first batch of Shanghai municipal key modern industrial colleges (首批上海市級重點現代產業學院), while our University was awarded the first batch of industry-education integration bases in Lingang New Area (臨港新片區首批產教融合基地), which is the only private university among the first batch of 9 units in November 2021. Facing new opportunities, the Group will actively respond to the national and regional development strategies and deeply promote the integrated development of industry, education and city.

In view of the above, as well as our regional advantages and favourable government policies, the Group will continue to adhere to the business philosophy of “high-quality schooling standards”, and be committed to cultivating first-class employment-competitive applied talents, deepening the strategy of “integration, internationalization and digitization”, with a view to growing our University into a first-rate private university in China with more unique features and international standing that provides a new sample for the high-quality development of higher vocational education in China.

MANAGEMENT DISCUSSION & ANALYSIS

LATEST REGULATORY DEVELOPMENT

Pursuant to the 2016 Decision which took effect on 1 September 2017, school sponsor(s) of a private school may choose for the school to be a for-profit private school or a non-profit private school, with the exception that schools providing nine-year compulsory education must be non-profit. On 26 December 2017, the People's Government of Shanghai promulgated the Implementation Opinions of Shanghai Municipal People's Government on Promoting the Healthy Development of Private Education (《上海市人民政府關於促進民辦教育健康發展的實施意見》) and the Administration Measures of Shanghai Municipality on Classification of Licensing and Registration of Private Schools (《上海市民辦學校分類許可登記管理辦法》), pursuant to which further requirements are implemented in light of the 2016 Decision, which include but not limited to, the requirement that school sponsors of private schools (other than schools providing compulsory education) established and registered in Shanghai prior to 7 November 2016 shall submit in writing their decisions to convert into for-profit or non-profit private schools by 31 December 2018 and complete the conversion to a non-profit school by 31 December 2019 and to a for-profit school by 31 December 2021 for higher education institutions. Under the existing regulatory environment and based on the interpretation of the 2016 Decision and related implementing rules and the existing ownership structure of our University, in December 2018, the School Sponsors have submitted their decision to the Shanghai Municipal Education Commission to register as a for-profit private school. As at the date of this annual report, our University has been registered as a for-profit private school.

On 14 May 2021, the State Council published the Implementing Regulations for the Law for Promoting Private Education of the PRC (《中華人民共和國民辦教育促進法實施條例》) (the “2021 Implementation Regulations”), which has become effective from 1 September 2021. The 2021 Implementation Regulations introduced significant changes to certain provisions of the 2004 Implementation Regulations and contained provisions governing the operation and management of private schools.

The 2021 Implementation Regulations stipulate that: (1) private schools may enjoy the preferential tax policies stipulated by the State, among which non-profit private schools may enjoy the same preferential tax policies as public schools; (2) for schools that provide education for academic qualifications, the local governments may provide land by means of bid invitation, auction or listing, assignment of contracts, long-term lease or combination of sale and as rental, and may allow to settle by installments; (3) private schools not providing compulsory education must conduct transactions with their Interested Parties, which include the sponsor, the actual controller, the principal, the council member, the director, the supervisor, the person in charge of the financial affairs of a private school, and any organization or individual that has mutual control or influence over the above mentioned organizations or individuals which may lead to any interest transfer of private schools (“Interested Parties”), in a manner that is open, justified and fair and conduct at reasonable pricing and establish standardised decision-making for such transactions, and must not harm the interests of the State, schools, teachers and students. Private schools must set up an information disclosure mechanism for dealing with their Interested Parties; (4) the registered capital of a private school must be paid in full when it is formally established and shall be compatible with the type, level and scale of the school; (5) at the end of each financial year, a for-profit private school must set aside a portion of not less than 10% of its audited annual net profit, and a non-profit private school from its audited annual net increase in assets, as the development fund, which is to be used for the development of school.

In addition, on 15 March 2019, the Foreign Investment Law was formally passed by the 13th National People's Congress of the PRC and has been taken effect on 1 January 2020. Besides, on 27 December 2021, the Ministry of Commerce and the National Development and Reform Commission jointly released the Special Administrative Measures for Access of Foreign Investment (Negative List) (2021 Edition) (《外商投資准入特別管理措施(負面清單)(2021年版)》), which became effective on 1 January 2022, to replace the previous negative list (2020 Edition).

MANAGEMENT DISCUSSION & ANALYSIS

The Foreign Investment Law stipulates three forms of foreign investment. However, the Foreign Investment Law does not explicitly stipulate the contractual arrangements as a form of foreign investment. As advised by our PRC Legal Advisors, since contractual arrangements are not specified as foreign investment under the Foreign Investment Law, and if the future laws, administrative regulations or provisions prescribed by the State Council do not incorporate contractual arrangements as a form of foreign investment and the operation of higher education is still in the Special Administrative Measures for Access of Foreign Investment (Negative List) (2021 Edition) (《外商投資准入特別管理措施(負面清單)(2021年版)》), our New Contractual Arrangements as a whole and each of the agreements comprising the New Contractual Arrangements will not be affected and will continue to be legal, valid and binding on the parties. Notwithstanding the above, the Foreign Investment Law stipulates that foreign investment includes “foreign investors invest in China through any other methods under laws, administrative regulations, or provisions prescribed by the State Council”. Therefore, there are possibilities that future laws, administrative regulations or provisions of the State Council may stipulate contractual arrangements as a way of foreign investment, and then whether our New Contractual Arrangements will be recognized as foreign investment, whether our New Contractual Arrangements will be deemed to be in violation of the foreign investment access requirements and how our New Contractual Arrangements will be handled are uncertain.

As at the date of this annual report, our Group’s operations have not been affected by the above law, decision, implementing regulations and rules and administration measures. Based on the current conditions and the Company’s preliminary assessment, the Board is of the view that above law, decision, implementing regulations and rules and administration measures do not have an immediate material adverse impact on our Group’s business operations, business plans and financial conditions.

Our Company will continue to monitor developments of above law, decision, implementing regulations and rules, administration measures and related laws and regulations, and will make further announcements in respect thereof in accordance with the Listing Rules as and when appropriate.

FINANCIAL REVIEW

Revenue

Revenue represents the value of services rendered during the Reporting Period. The Group derives revenue from tuition fees, boarding fees, canteen catering services and other education related services its university collects from students.

The Group’s revenue increased by RMB128.7 million, or 23.2%, from RMB554.9 million for the year ended 31 December 2020 to RMB683.6 million for the year ended 31 December 2021, which was mainly due to, (i) the increase in the revenue derived from tuition fees and other education related services by approximately RMB84.4 million, or 16.6%, as the increase of the average tuition rates and the growth in the number of newly admitted student during the year ended 31 December 2021, (ii) the increase in the revenue derived from boarding fees by approximately RMB44.3 million, or 93.0%, from approximately RMB47.7 million for the year ended 31 December 2020 to approximately RMB92.0 million for the year ended 31 December 2021, which was mainly due to the recovery of our University accommodation during the year of 2021, while our students did not live on campus under the outbreak of COVID-19 pandemic during the first half year of 2020.

Cost of Sales

Cost of sales primarily consisted of salary costs, depreciation and amortization, student-related expenses, cooperative education expenses, teaching material expenses, canteen catering costs and maintenance expenses, along with training expenses, research and development costs, travel expenses, office expenses, and others.

MANAGEMENT DISCUSSION & ANALYSIS

The Group's cost of sales increased approximately by RMB42.4 million, or 19.3%, from RMB219.5 million for the year ended 31 December 2020 to RMB261.9 million for the year ended 31 December 2021, which was primarily due to, (i) the salary costs increased by approximately RMB27.8 million, or 25.9%, from approximately RMB107.2 million for the year ended 31 December 2020 to approximately RMB135.0 million for the year ended 31 December 2021, as a result of the increase of the number of teachers and the average salary rates; (ii) the increase of student-related expense and cooperative education expenses amounting to approximately RMB23.3 million compared with the amount of prior year, as our students did not live on campus under the outbreak of COVID-19 during March to June in 2020.

Gross Profit and Gross Profit Margin

Gross profit represents our revenue less cost of sales. The Group's gross profit increased by approximately RMB86.3 million, or 25.7%, from approximately RMB335.4 million for the year ended 31 December 2020 to approximately RMB421.7 million for the year ended 31 December 2021.

The Group's gross profit margin represents the Group's gross profit as a percentage of its revenue. For the year ended 31 December 2021, the Group achieved a gross profit margin of 61.7%, which remains stable compared with the gross profit margin for the prior year.

Other Income and Gains

Other income and gains primarily consist of government grants, operating lease income from operators of supermarkets, snap shops, etc. in the school campus, and others.

The Group's other income and gains decreased by RMB12.7 million, or 45.6%, from RMB27.9 million for the year ended 31 December 2020 to RMB15.2 million for the year ended 31 December 2021, which was mainly due to the decrease of government grants by approximately RMB19.6 million, or 91.1%, as there was the receipt of the tax refund of income tax and value-added tax we paid during the year ended 31 December 2020 in relation to our disposal of land and buildings on our previous campus.

Selling and Distribution Expenses

Selling and distribution expenses primarily consist of expenses incurred for relevant advertising of our University, including the cost of promotional brochures, transportation expenses, telecommunication expenses and business entertainment expenses.

The Group's selling and distribution expenses increased by approximately RMB1.3 million, or 62.9%, from approximately RMB2.2 million for the year ended 31 December 2020 to approximately RMB3.5 million for the year ended 31 December 2021, which was mainly due to the increase of publicity expenses, as was in relation to the increasing admissions videos and admissions live activities.

Administrative Expenses

Administrative expenses consisted of salary expenses for administrative staff, logistic expenses, depreciation of vehicle and equipment for administrative purposes, professional service expenses which mainly consisted of listing expenses, travel expenses, entertainment expenses, office expenses, and others.

MANAGEMENT DISCUSSION & ANALYSIS

The Group's administrative expenses increased by RMB35.0 million, or 32.5%, from RMB107.7 million for the year ended 31 December 2020 to RMB142.7 million for the year ended 31 December 2021, which was primarily due to the increase in administrative salary expenses amounting to RMB31.9 million of our Group, as a result of the increase of the number of administrative officers and the average salary rates.

Finance Costs

The Group's finance costs primarily consisted of the interest expenses for bank loans.

Finance costs decreased by approximately RMB9.9 million, or 17.6%, from approximately RMB55.8 million for the year ended 31 December 2020 to approximately RMB45.9 million for the year ended 31 December 2021, which was due to the scale of interest-bearing borrowings of our Group decreased from RMB1,124.6 million as at 31 December 2020 to RMB784.3 million as at 31 December 2021, and the annual average effective interest decreased from 4.85% to 4.34%.

Profit Before Tax

For the year ended 31 December 2021, the Group recorded a profit before tax of approximately RMB243.4 million, representing an increase of approximately 22.9% year-on-year from approximately RMB198.0 million of last year.

Income Tax Expense

Income tax expense increased by RMB59.4 million from approximately RMB5.0 million for the year ended 31 December 2020 to approximately RMB64.4 million for the year ended 31 December 2021, which was mainly because there remain uncertainties in the interpretation and application of the 2016 Decision with respect to the preferential tax treatment which may be enjoyed by for-profit private schools, Jianqiao University Company may be subject to PRC enterprise income tax at a rate of 25% in respect of service fees it receives from the provision of formal educational services, if it does not enjoy any preferential tax treatment. As a result, the Group has made a PRC enterprise income tax provision at a rate of 25% in respect of service fees received by Jianqiao University Company from the provision of formal educational services.

Current Assets and Current Liabilities

The Group's net current liabilities decreased by approximately RMB3.8 million, or 2.4%, from approximately RMB160.8 million for the year ended 31 December 2020 to approximately RMB157.0 million for the year ended 31 December 2021, which remained stable.

Liquidity and Capital Resources

Our primary uses of cash were to fund our working capital requirements, our purchase of property, plant and equipment and to repay bank and other borrowings and related interest expenses. During the Reporting Period, we funded our operations principally with cash generated from our operations and bank and other borrowings. In the future, we believe that our liquidity requirements will be satisfied with a combination of cash flows generated from our operating activities, bank and other borrowings and the net proceeds from the initial public offering of the Company and other funds raised from the capital markets from time to time.

MANAGEMENT DISCUSSION & ANALYSIS

Property, Plant and Equipment

As at 31 December 2021, the Group's property, plant and equipment amounted to approximately RMB2,053.7 million, representing an increase of approximately 9.5% year-on-year from approximately RMB1,875.4 million recorded as at 31 December 2020. Such an increase was due to the phase three of the construction of the school premises and maintaining and upgrading existing school premises for our University.

Cash and Cash Equivalents

As at 31 December 2021, the Group's cash and cash equivalents decreased by approximately RMB225.9 million, or 31.6%, from RMB714.6 million for the year ended 31 December 2020 to RMB488.7 million for the year ended 31 December 2021, which was primarily due to the repayment of part of the bank and other borrowings by the Group during the Reporting Period.

Bank and Other Borrowings

Our bank and other borrowings primarily consisted of short-term working capital loans and long-term project loans for the construction of the school premises.

We primarily borrowed loans from banks and financial institutions to supplement our working capital and finance our capital expenditure. Our bank and other borrowings of RMB784.3 million as at 31 December 2021 were all denominated in Renminbi. As at 31 December 2021, the annual average effective interest of our bank and other borrowings decreased to 4.34% (2020: 4.85%).

Capital Expenditure

Capital expenditures during the Reporting Period primarily related to the phase three of the construction of the school premises, maintaining and upgrading existing school premises for our University. For the year ended 31 December 2021, the Group's capital expenditures were RMB139.7 million.

Commitments

Our capital commitments were primarily related to the acquisition of property, plant and equipment. The following table sets forth our capital commitments as at the end of Reporting Period:

	2021 RMB'000	2020 RMB'000
Contracted, but not provided for property, plant and equipment	751	214,370
Authorised, but not contracted for property, plant and equipment	110,341	71,750

Contingent Liabilities

As at 31 December 2021, the Group did not have any significant contingent liabilities, guarantees or any litigations or claims of material importance, pending or threatened (as at 31 December 2020: nil).

MANAGEMENT DISCUSSION & ANALYSIS

Key Financial Ratios

	As at/for the year ended 31 December	
	2021	2020
Gross profit margin	61.7%	60.4%
Net profit margin	26.2%	34.8%
Return on assets	5.5%	5.7%
Return on equity	9.8%	11.0%
Current ratio	0.8	0.8
Interest coverage ratio	6.3	4.6
Net debt to equity ratio	0.2	0.2
Gearing ratio	0.4	0.6
Total debt to assets ratio	0.2	0.3

Notes:

- (1) Gross profit margin equals our gross profit divided by revenue for the year.
- (2) Net profit margin equals our profit and total comprehensive income after tax divided by revenue for the year.
- (3) Return on assets equals net profit for the year divided by total assets as at the end of the year.
- (4) Return on equity equals net profit for the year divided by total equity amounts as at the end of the year.
- (5) Current ratio equals our current assets divided by current liabilities as at the end of the year.
- (6) Interest coverage ratio equals profit before interest and tax of one year divided by finance cost of the same year.
- (7) Net debt to equity ratio equals total interest-bearing bank loans and other borrowings net of cash and cash equivalents at the end of the year divided by total equity at the end of the year.
- (8) Gearing ratio equals total debt as at the end of the year divided by total equity as at the end of the year. Total debt includes all interest-bearing bank loans and other borrowings.
- (9) Total debt to assets ratio equals total interest-bearing bank and other borrowings at the end of the year divided by total assets at the end of the year.

Gearing Ratio

The gearing ratio as at 31 December 2021 decreased from 0.6 to 0.4, compared with the gearing ratio as at 31 December 2020, which was due to (i) the repayment of part of the bank and other borrowings by the Group, and (ii) the increase in amount of equity resulted from the Group's business performance during the Reporting Period.

MANAGEMENT DISCUSSION & ANALYSIS

Foreign Exchange Risk Management

The functional currency of the Company is Renminbi (RMB). The majority of the Group's revenue and expenditures are denominated in RMB. During the year ended 31 December 2021, the Group did not experience any significant difficulties in or impacts on its operations or liquidity due to fluctuations in currency exchange rates. The Directors believe that the Group has sufficient foreign exchange to meet its own foreign exchange requirements and will adopt practical and effective measures to prevent exposure to exchange rate risk. The Group did not enter into any financial instrument for hedging purpose.

Significant Investments, Acquisitions and Disposals, Future Plan for Material Investments And Capital Assets

There were no significant investments held as at 31 December 2021, nor other material acquisitions and disposals of subsidiaries and associated companies. Save as disclosed in this annual report, as at 31 December 2021, the Group did not have any immediate plans for material investments and capital assets.

Pledge of Assets

As at 31 December 2021, the Group's bank borrowings of RMB784.3 million were secured by the Group's rights over tuition fees and boarding fees.

Employees and Remuneration Policy

As at 31 December 2021, the Group had 1,596 full-time employees (as at 31 December 2020: 1,326 employees). The remuneration policy and package of the Group's employees are periodically reviewed in accordance with industry practice and result performance of the Group. The Group provides external and internal training programs to its employees. The Group participates in various employee social security plans for its employees that are administered by local governments, including housing, pension, medical insurance, occupational injury insurance, maternity insurance and unemployment insurance. The total remuneration cost incurred by the Group for the year ended 31 December 2021 was RMB241.7 million (for the year ended 31 December 2020: RMB180.7 million).

DIRECTORS AND SENIOR MANAGEMENT

BOARD OF DIRECTORS

Executive Directors

Mr. Zhou Xingzeng (周星增), aged 59, the founder of our Group and the chairman of the Board, was appointed as a Director on 8 May 2018 and re-designated as an executive Director of our Company on 20 December 2018. Mr. Zhou has also been a director of Jian Qiao Group since November 2000, a director of Jian Qiao Investment since August 1999, and a director since its establishment, respectively. He is responsible for overall management and strategic development of our Group. Mr. Zhou is the father of Mr. Zhou Qiaoqi, the deputy chief executive officer and the chief investment officer of our Company and also the father-in-law of Ms. Zhang Zhimo, the company secretary of our Company.

Mr. Zhou has more than 30 years of experience in education. The following table shows the key work experience of Mr. Zhou:

Period	Company	Position	Roles and responsibilities
September 1983 to December 1988	Guizhou Institute of Technology* (貴州工學院), currently known as Guizhou University (貴州大學)	teacher	teaching
January 1989 to December 1992	Wenzhou University (溫州大學), in Zhejiang Province, the PRC	head of the finance and accounting teaching and research office	organizing teaching activities and day-to-day management of the teaching and research section
January 1993 to June 1999	Tengen Group Co., Ltd 11th branch* (天正集團有限公司十一分公司)	general manager	overall management, major decision making and strategic planning
August 1999 to present	Jian Qiao Investment	successively served as chairman and director	overall management and strategic planning of Jian Qiao Investment
June 2000 to present	our University	chairman and director	overall management and strategic planning of our University
November 2000 to present	Jian Qiao Group	chairman and director	overall management and strategic planning of Jian Qiao Group
December 2018 to present	our Company	chairman and executive Director	overall management and strategic development of our Group

Save as disclosed above, Mr. Zhou did not hold directorship in other listed companies during the last three years.

DIRECTORS AND SENIOR MANAGEMENT

The following table shows the major offices of Mr. Zhou:

Period	Organization	Experience
February 2003 to present	Shanghai Municipal People's Congress (上海市人民代表大會)	deputy
December 2004 to present	Shanghai Children's Health Foundation* (上海市兒童健康基金會)	vice chairman
April 2007 to April 2017	Shanghai Committee of The China Democratic League (中國民主同盟上海市委員會)	vice-chairman
January 2009 to present	The China Association for Non-Government Education (中國民辦教育協會)	vice president
April 2012 to present	Shanghai Association for Non-Government Education (上海市民辦教育協會)	vice president

Mr. Zhou has received various awards and recognitions. The following table sets forth some of the awards and recognitions he has received:

Year	Award/Accreditation	Awarding Organization
March 2004	Shanghai Top Ten Influential Young Individuals to the Economy* (上海市十大青年經濟人物)	Shanghai Young Entrepreneur Association* (上海市青年企業家協會), Youth Newspaper* (青年報社), Wen Wei Po (文匯報) and four other organizations jointly
January 2006	Star Philanthropist in Shanghai* (上海市慈善之星)	Shanghai Charitable Foundation United Way Fund (上海市慈善基金會)
June 2006	Outstanding Friend of Party Building* (優秀黨建之友)	CPC Shanghai Social Work Committee* (中共上海市社會工作委員會)
September 2006	Advanced Individual in Building a Moderately Prosperous Society in All Respects in China* (全國全面建設小康社會先進個人)	All-China Federation of Industry and Commerce (中華全國工商業聯合會)

DIRECTORS AND SENIOR MANAGEMENT

Year	Award/Accreditation	Awarding Organization
January 2009	Special Award for Earthquake Relief Donation* (抗震救災捐贈特別獎)	Shanghai Municipal Bureau of Civil Affairs (上海市民政局)
November 2009	Distinguished builder of Socialism with Chinese Characteristics* (優秀中國特色社會主義事業建設者)	The United Front Work Department of CPC Central Committee (中國共產黨中央委員會統一戰線工作部), Ministry of Industry and Information Technology of the PRC (中國工業和信息化部) and other three organizations
May 2011	Advanced Individual* (先進個人)	China Democratic League Central Committee (中國民主同盟中央委員會)
June 2012	Lifetime Honorary Award* (終身榮譽獎)	Shanghai Wenzhou Youth Federation* (上海溫州青年聯合會)
June 2013	Advanced Individual in Conscription Work* (徵兵工作先進個人)	Shanghai Municipal People's Government (上海市人民政府) and Chinese People's Liberation Army Shanghai Garrison* (中國人民解放軍上海警備區) jointly
January 2016	Star of Caring for Children's Health Charity* (關愛兒童健康公益之星)	Shanghai Children's Health Foundation (上海市兒童健康基金會)

Mr. Zhou graduated as an undergraduate in industrial finance and accounting (工業財會) from Jiangxi Finance and Economics College* (江西財經學院), currently known as Jiangxi University of Finance and Economics (江西財經大學), in Jiangxi Province, the PRC in July 1983.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Zheng Xiangzhan (鄭祥展), aged 65, joined our Group in August 1999 and was appointed as an executive Director and the chief executive officer of our Company on 20 December 2018. Mr. Zheng has also been a director of Jian Qiao Group since November 2000 and a director of our University since its establishment, respectively. He is responsible for the overall operation of our Group.

Mr. Zheng has more than 21 years of experience in education. The following table shows the key work experience of Mr. Zheng:

Period	Company	Position	Roles and responsibilities
August 1999 to present	Jian Qiao Investment	successively served as general manager, director, chairman and supervisor	supervision of financial management and senior management execution
June 2000 to present	our University	concurrently/successively served as vice chairman, director, deputy principal and financial controller	operational and financial management
November 2000 to present	Jian Qiao Group	vice chairman, director and president	overall management, major decision making and strategic planning
December 2018 to present	our Company	executive Director and chief executive officer	overall operation of our Group

The following table shows the major offices of Mr. Zheng:

Period	Organization	Experience
March 2003 to July 2009	Shanghai Nanhui District Municipal People's Congress* (上海市南匯區人民代表大會), currently known as Shanghai Pudong New Area Municipal People's Congress* (上海市浦東新區人民代表大會)	deputy
July 2009 to January 2017	Shanghai Pudong New Area Municipal People's Congress* (上海市浦東新區人民代表大會)	deputy

Save as disclosed above, Mr. Zheng did not hold directorship in other listed companies during the last three years.

Mr. Zheng was accredited as Advanced Individual in the Shanghai United Front* (上海市統一戰線先進個人) by the United Front Work Department of the CPC of Shanghai* (中共上海市委統戰部) and Shanghai Human Resources Bureau* (上海市人事局) in August 2006.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Zheng obtained a master's degree in management at Shanxi University (山西大學) in Shanxi Province, the PRC in July 2005.

Mr. Shi Yinjie (施銀節), aged 64, joined our Group in August 1999 and was appointed as an executive Director of our Company on 20 December 2018. Mr. Shi has also been a director of Jian Qiao Group since November 2000 and our University since its establishment, respectively. He is responsible for the administrative management of our Group.

Mr. Shi has more than 21 years of experience in education. The following table shows the key work experience of Mr. Shi:

Period	Company	Position	Roles and responsibilities
January 1991 to December 1999	Dianguang Explosion Protection Technology Co., Ltd (電光防爆科技股份有限公司), a company whose shares are listed on the Shenzhen Stock Exchange (stock code: 002730)	general manager	day-to-day management
August 1999 to September 2008	Jian Qiao Investment	concurrently/successively served as deputy general manager and director	day-to-day management of the board
June 2000 to present	our University	director	day-to-day management of the board of our University
November 2000 to present	Jian Qiao Group	vice chairman and director	strategic planning, overall management supervision and corporate governance implementation
December 2018 to present	our Company	executive Director	administrative management of our Group

Save as disclosed above, Mr. Shi did not hold directorship in other listed companies during the last three years.

Mr. Shi completed the senior management MBA core courses (高級經理MBA核心課程) in Fudan University (復旦大學) in Shanghai, the PRC, in August 2003.

DIRECTORS AND SENIOR MANAGEMENT

Non-executive Directors

Mr. Zhao Donghui (趙東輝), aged 55, joined our Group as a shareholder of Jian Qiao Group in March 2018 and was appointed as a non-executive Director of our Company on 20 December 2018. He is responsible for providing opinion and judgment to the Board. Mr. Zhao is also a substantial shareholder of our Company.

The following table shows the key work experience of Mr. Zhao:

Period	Company	Position	Roles and responsibilities
October 2003 to present	Zhejiang Fangzhen Industrial Co. Limited* (浙江方陣實業有限公司), a company primarily engaged in building material sales	chairman	overall management, major decision making and strategic planning
January 2010 to present	Changjiu Industry Group Co. Limited* (長九實業集團有限公司), a company primarily engaged in real estate development and commercial hotels	chairman	overall management, major decision making and strategic planning
December 2018 to present	our Company	non-executive Director	providing opinion and judgment to the Board

Save as disclosed above, Mr. Zhao did not hold directorship in other listed companies during the last three years.

Mr. Zhao obtained the qualification as a senior economist granted by Zhejiang Province Human Resources Bureau* (浙江省人事廳), currently known as Zhejiang Province Human Resources and Social Security Department (浙江省人力資源和社會保障廳), in December 2005. He graduated as an undergraduate in civil engineering from Southwest University of Science and Technology (西南科技大學) in Sichuan Province, the PRC in January 2006.

Mr. Du Jusheng (杜舉勝), aged 56, was appointed as a non-executive director of our Company on 24 July 2020. He is responsible for providing opinion and judgement to the Board.

Mr. Du has more than 11 years of experience in education. He served as a teacher at Nanan Teacher Training College* (南安師範學校) from 1987 to 1988. Mr. Du worked in different positions at various governmental agencies and departments since 1988, including but not limited to, Shishi Education Bureau* (石獅市教育局), Organizational Department of Quanzhou City Committee of the CPC* (中共泉州市委組織部) and Shishi Municipal People's Government* (石獅市人民政府). Mr. Du also served as deputy secretary of the CPC committee at Quanzhou Vocational College of Optoelectronic Information* (泉州光電信息職業學院) from 2005 to 2008. He has been the general manager of Xiamen ITG Education Group Co., Ltd. (廈門國貿教育集團有限公司) since December 2017.

Save as disclosed above, Mr. Du did not hold directorship in other listed companies during the last three years.

Mr. Du graduated from Fujian Normal University (福建師範大學) in July 1987 with a bachelor's degree in school education and completed postgraduate courses in philosophy in Fujian Provincial Committee Party School of the CPC* (中共福建省委黨校) in January 2015.

DIRECTORS AND SENIOR MANAGEMENT

Independent non-executive Directors

Mr. Chen Baizhu (陳百助), aged 58, was appointed as an independent non-executive Director of our Company on 20 December 2018.

The following table shows the key work experience and major offices of Mr. Chen:

Period	Company/Organization	Position
1994 to present	University of Southern California in California, the US	professor
May 2008 to November 2014	Aegon-Industrial Fund Management Co., Ltd. (興業基金管理有限公司), a company primarily engaged in investment and financial services	independent director
December 2018 to present	our Company	independent non-executive Director

Save as disclosed above, Mr. Chen did not hold directorship in other listed companies during the last three years.

Mr. Chen was awarded the 2002–2003 Golden Apple Teaching Award by Marshall School of Business of University of Southern California.

Mr. Chen graduated from Fudan University (復旦大學) in Shanghai, the PRC with a bachelor's degree in science in July 1985 and graduated from University of Rochester in the State of New York, the US with the doctor of philosophy degree in May 1992.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Hu Rongen (胡戎恩), aged 52, was appointed as an independent non-executive Director of our Company on 20 December 2018.

The following table shows the key work experience of Mr. Hu:

Period	Company	Position
July 2001 to September 2007	Shanghai University of Political Science and Law (上海政法學院)	deputy director of marketing department
October 2007 to September 2008	Doctor service group in western district* (西部博士服務團)/Prefectural Administrative Office in Tongren District* (銅仁地區行政公署)	specialist assistant (專員助理)
October 2009 to May 2015	Shanghai University of Political Science and Law (上海政法學院)	director of training department
June 2015 to present	Shanghai University of Political Science and Law (上海政法學院)	dean of the faculty of financial law
December 2018 to present	our Company	independent non-executive Director

Save as disclosed above, Mr. Hu did not hold directorship in other listed companies during the last three years.

Mr. Hu was accredited as one of Top 10 Outstanding Youths* (十大傑出青年) in Shanghai Judicial Administration System* (上海司法行政系統) by Political Department of Shanghai Bureau of Justice* (上海司法局政治部) in April 2009.

Mr. Hu graduated from National Court Cadre Amateur Law University* (全國法院幹部業餘法律大學), currently known as National Judges College (國家法官學院), in Beijing, the PRC in September 1988. He also graduated as an undergraduate in law in July 1996 and with a master's degree in law in July 2000, and a doctoral degree in law in July 2006 from Peking University (北京大學) in Beijing, the PRC.

DIRECTORS AND SENIOR MANAGEMENT

Ms. Liu Tao (劉濤), aged 57, was appointed as an independent non-executive Director of our Company on 20 December 2018.

The following table shows the key work experience of Ms. Liu:

Period	Company	Position
August 2001 to present	Shanghai Jiao Tong University (上海交通大學)	associate professor of Antai College of Economics & Management
September 2015 to present	Glorious Property Holdings Ltd. (恆盛地產控股有限公司), a company whose shares are listed on the Stock Exchange (stock code: 00845)	independent non-executive director
May 2016 to present	Shanghai SafBon Water Service (Holding) Inc. (上海巴安水務股份有限公司), a company whose shares are listed on the Shenzhen Stock Exchange (stock code: 300262)	independent director
June 2017 to July 2019	Shanghai No. 1 Pharmacy Co., Ltd. (上海第一醫藥股份有限公司), a company whose shares are listed on the Shanghai Stock Exchange (stock code: 600833)	independent director
August 2017 to December 2019	Zhe Jiang Songyuan Automotive Safety Systems. Co., Ltd. (浙江松原汽車安全系統股份有限公司), a company primarily engaged in developing and manufacturing automobile safety belts	independent non-executive director
February 2018 to present	Changjiang Investment Industrial Co., Ltd.* (長江投資實業股份有限公司), a company whose shares are listed on the Shanghai Stock Exchange (stock code: 600119)	independent director
May 2018 to November 2020	Shanghai Jielong Industry Group Co., Ltd. (上海界龍實業集團股份有限公司), a company whose shares are listed on the Shanghai Stock Exchange (stock code: 600836)	independent director
December 2018 to present	our Company	independent non-executive Director
February 2022 to present	Westingarea Smart Supply Chain (Shanghai) Co., Ltd.* (西域智慧供應鏈(上海)股份有限公司), a company operating an e-commerce platform	independent director

DIRECTORS AND SENIOR MANAGEMENT

Save as disclosed above, Ms. Liu did not hold directorship in other listed companies during the last three years.

Ms. Liu has received several recognitions and awards related to teaching. From 2006 to 2018, Ms. Liu was awarded the Teaching Excellence Award of Antai College of Economics & Management* (安泰經管學院教學優秀獎), the Most Welcomed MBA Teacher of Antai College of Economics & Management* (安泰經管學院年度最受MBA學生歡迎教師獎) and Nomination Award of Teaching and Education Award of Shanghai Jiao Tong University* (上海交通大學教書育人獎提名獎).

Ms. Liu graduated from Shaanxi Institute of Finance* (陝西財經學院), currently known as School of Economics and Finance of Xi'an Jiaotong University (西安交通大學經濟與金融學院), in Shaanxi Province, the PRC with a bachelor's degree in economics (經濟學) in July 1986, and a master's degree in economics in July 1989.

SENIOR MANAGEMENT

Dr. Zhu Ruiting (朱瑞庭), aged 56, joined our Group in January 2003 and was appointed as a professor of our University in January 2007 and the principal of our University in November 2017. He is responsible for the overall operation of our University.

Dr. Zhu has more than 22 years of experience in teaching and academic research. The following table shows the key work experience and major offices of Dr. Zhu:

Period	Company/Organization	Position
November 1991 to October 1995	Wenzhou University (溫州大學), in Zhejiang Province, the PRC	lecturer
January 2003 to present	our University	concurrently/successively served as professor, dean of commerce department, head of research department, vice principal, principal and director
March 2016 to present	Expert Committee for China Association of Trade in Services* (中國服務貿易協會專家委員會)	vice chairman
July 2017 to present	Jiangxi University of Finance and Economics (江西財經大學), in Jiangxi Province, the PRC	part-time tutor

DIRECTORS AND SENIOR MANAGEMENT

Period	Company/Organization	Position
December 2017 to present	The Chinese People's Political Consultative Conference (CPPCC) Shanghai Committee (中國人民政治協商會議上海市委員會)	member
April 2018 to present	Eighth council of the China Economics Association* (中國商業經濟學會第八屆理事會)	standing director
September 2018 to present	China Humanities and Social Sciences Journal Evaluation Expert Committee of China Social Science Evaluation Institute* (中國社會科學評價研究院中國人文社會科學期刊評價專家委員會)	member

Dr. Zhu did not hold any directorship in any listed companies during the last three years.

Dr. Zhu has received several awards and recognitions in recognition of his achievement in education. The following table sets forth some of the awards and recognition he has received:

Year	Award/Accreditation	Awarding Organization
September 2004	Shanghai Cultivate Talent Award* (上海市育才獎)	Shanghai Municipal Education Commission (上海市教育委員會), Shanghai Education Development Foundation (上海市教育發展基金會) and Shanghai Teacher's Union (中國教育工會上海市委員會) jointly
November 2008	Baosteel Excellent Teacher Award* (寶鋼優秀教師獎)	Baosteel Education Foundation (寶鋼教育基金會)
September 2009	Shanghai Cultivate Talent Award* (上海市育才獎)	Shanghai Municipal Education Commission (上海市教育委員會) and Shanghai Education Development Foundation (上海市教育發展基金會) jointly

Dr. Zhu graduated as an undergraduate in economic management in July 1986 from Hangzhou University, currently known as Zhejiang University (浙江大學) in Zhejiang Province, the PRC, and obtained a master's degree in economics from Shanghai Academy of Social Science (上海社會科學院) in Shanghai, the PRC in July 1989. He also graduated from University of Marburg in Marburg Town, Germany with a doctoral degree in economics in June 2001.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Wang Bangyong (王邦永), aged 40, joined our Group in August 2005 and was appointed as the deputy chief executive officer of our Company on 20 December 2018. Mr. Wang has also been the assistant to the chairman of our University since November 2011 and the secretary of the board of our University since March 2011, and assistant to chairman of Jian Qiao Group since June 2011, respectively. He is responsible for administrative and public relations management of our Group.

Mr. Wang has more than 16 years of experience in education. The following table shows the key working experience and major offices of Mr. Wang:

<u>Period</u>	<u>Company/Organization</u>	<u>Position</u>
August 2005 to present	our University	successively/concurrently served as secretary of the board and assistant to the chairman
June 2011 to present	Jian Qiao Group	assistant to chairman
January 2017 to present	Shanghai Pudong New Area Municipal People's Congress* (上海市浦東新區人民代表大會)	deputy
December 2018 to present	our Company	deputy chief executive officer of our Company

Mr. Wang did not hold any directorship in any listed companies during the last three years.

Mr. Wang was awarded the Shanghai May Fourth Youth Medal* (上海市青年五四獎章) by Communist Youth League Shanghai Committee* (共青團上海市委員會) and Shanghai Municipal Human Resources and Social Security Bureau (上海市人力資源和社會保障局) jointly, in April 2017. Meanwhile, he was conferred the title of Shanghai Labour Model (上海市勞動模範榮譽稱號) by Shanghai Municipal Federation of Trade Unions (上海市總工會) in December 2020.

Mr. Wang graduated from Fudan University (復旦大學) in Shanghai, the PRC with a bachelor's degree in law in July 2005, obtained a master's degree in public management from Fudan University (復旦大學) in June 2011, and has been studying at East China Normal University (華東師範大學) in Shanghai, the PRC for a doctoral degree in education leadership and management since July 2016.

DIRECTORS AND SENIOR MANAGEMENT

Mr. Zhou Qiaoqi (周喬琪), aged 34, joined our Group in September 2017, was appointed as joint company secretary and chief investment officer of our Company on 20 December 2018, and was appointed as deputy chief executive officer of our Company on 24 July 2020. He resigned as the joint company secretary of our Company on 24 November 2021. Mr. Zhou Qiaoqi has also been the assistant to the chairman of Jian Qiao Group since September 2017. He is responsible for overall corporate governance, investment and overseas operations management of our Group. Mr. Zhou Qiaoqi is the son of Mr. Zhou Xingzeng, the chairman and executive Director of our Company. Mr. Zhou Qiaoqi is also the spouse of Ms. Zhang Zhimo, the company secretary of our Company.

The following table shows the key work experience and major offices of Mr. Zhou Qiaoqi:

Period	Company/Organization	Position/Experience
October 2012 to July 2013	Shanghai Tiantian Fund Distribution Co., Ltd (上海天天基金銷售有限公司), a fund sales company	fund researcher
August 2013 to March 2015	Allied Fortune Management Ltd (聯裕管理 有限公司), an asset management company	vice president
April 2017 to present	Beta Gamma Sigma	lifetime member
September 2017 to present	Jian Qiao Group	assistant to the chairman
January 2018 to present	Shanghai Youth Entrepreneurs Association* (上海市青年企業家協會)	member
December 2018 to present	our Company	concurrently and/or successively served as joint company secretary, deputy chief executive officer and chief investment officer of our Company

Mr. Zhou Qiaoqi did not hold any directorship in any listed companies during the last three years.

Mr. Zhou Qiaoqi passed the fund qualification examination by Asset Management Association of China (中國證券投資基金業協會) in September 2017 and has become a Chartered Financial Analyst Charter-holder since April 2019. Mr. Zhou Qiaoqi graduated from Fudan University (復旦大學) in Shanghai, the PRC with bachelor of science in information and computing science degree in July 2010 and University of Southern California in Los Angeles, California, the US with a master of science in mathematical finance degree in May 2012 and master of business administration degree in August 2017.

DIRECTORS AND SENIOR MANAGEMENT

COMPANY SECRETARY

Ms. Zhang Zhimo (張芷陌), aged 32, joined our Group in May 2020 as director of administration department, and was appointed as company secretary of our Company on 24 November 2021. She is responsible for our Group's overall corporate governance, and performs her role of company secretary, including compliance matters related to the Listing Rules and other regulatory requirements in Hong Kong. Ms. Zhang is the daughter-in-law of Mr. Zhou Xingzeng, the chairman of and an executive Director of our Company. Ms. Zhang is also the spouse of Mr. Zhou Qiaoqi, a deputy chief executive officer and the chief investment officer of our Company.

The following table sets out the key work experience and positions of Ms. Zhang:

Period	Company	Position
October 2013 to November 2016	PricewaterhouseCoopers Limited, Hong Kong	senior associate in risk assurance practice (last position)
October 2018 to April 2019	Quantflag Investment Management Ltd.* (上海量旗投資管理有限公司) (an assets management company)	industry analyst and senior market manager
April 2019 to May 2020	Shenwan Hongyuan Securities Co., Ltd. (a securities company)	vice president of fixed-income business division
May 2020 to present	Our Group	concurrently and/or successively served as director of administration department of our Group and company secretary of our Company

Ms. Zhang Zhimo did not hold directorship in any listed companies during the last three years.

Ms. Zhang is a Certified Public Accountant of the Hong Kong Institute of Certified Public Accountants and a Certified Information Systems Auditor of the Information Systems Audit and Control Association. In September 2018, Ms. Zhang also passed the fund qualification exam (基金從業資格考試) of the Asset Management Association of China (中國證券投資基金業協會). In December 2018, Ms. Zhang passed the securities qualification examination (證券從業資格考試) of the Securities Association of China* (中國證券業協會). Ms. Zhang graduated from City University of Hong Kong in July 2013 with a bachelor's degree of business administration (honours) in accountancy and management information systems and from The University of Hong Kong in November 2018 with a master's degree in finance.

Ms. Zhang is also recognised for her social responsibilities, being a council member of the Hong Kong Wen Zhou Entrepreneurs Association Ltd. (香港溫州工商會) and a member of the Standing Committee of Wenzhou Youth Association (Shanghai)* (上海溫州青年聯會), of which awarded Ms. Zhang an honorary member for the fifth session of the Wenzhou Youth Association (Shanghai)*.

REPORT OF THE DIRECTORS

The Board is pleased to present the report of the Directors together with the audited consolidated financial statements of our Group for the year ended 31 December 2021.

PRINCIPAL ACTIVITIES

Our Group operates the leading private university in Shanghai, which is also a leading private university in the entire Yangtze River Delta. Analysis of the principal activities of our Group during the year ended 31 December 2021 is set out in the note 1 to the consolidated financial statements.

SUBSIDIARIES

Details of the principal subsidiaries of our Company are set out in note 1 to the consolidated financial statements.

RESULTS

The results of our Group for the year ended 31 December 2021 are set out in the consolidated statement of profit or loss and the consolidated statement of comprehensive income on pages 127 to 128 of this annual report.

DIVIDEND

An interim dividend of HK\$0.10 per Share for the six months ended 30 June 2021 was declared during the year ended 31 December 2021.

On Tuesday, 29 March 2022, the Board has resolved to recommend the payment of a final dividend of HK\$0.10 per Share for the year ended 31 December 2021 (the “2021 Final Dividend”). The 2021 Final Dividend is intended to be paid out of the share premium account of our Company and thus is subject to the approval of Shareholders. The circular convening the AGM to be held on Wednesday, 1 June 2022 will be dispatched in due course.

Upon the approval of the Shareholders, the 2021 Final Dividend will be payable on or around Friday, 17 June 2022 to the Shareholders whose names appear on the register of members of our Company on Wednesday, 8 June 2022. Including the interim dividend of HK\$0.10 per Share, the total dividend for 2021 was HK\$0.20 per Share, which represents a payout ratio of 38.5% of the profit attributable to Shareholders for the year ended 31 December 2021.

There is no arrangement that a Shareholder has waived or agreed to waive any dividend.

BUSINESS REVIEW AND FUTURE OUTLOOK

A review of business and future outlook of our Group during the year ended 31 December 2021 is set out in the section headed “Management Discussion and Analysis” of this annual report.

SIGNIFICANT LEGAL PROCEEDINGS

During the year ended 31 December 2021, our Group was not engaged in any litigation or arbitration of material importance and no litigation or claim of material importance is known to the Directors to be pending or threatening against our Company.

COMPLIANCE WITH LAWS AND REGULATIONS

During the year ended 31 December 2021, our Group has complied with the relevant laws and regulations that have a significant impact on our Company.

REPORT OF THE DIRECTORS

PRINCIPAL RISKS AND UNCERTAINTIES AND RISK MANAGEMENT

Our Group is exposed to various risks in the operations of its business and our Group believes that risk management is important to its success. Key operational risks faced by our Group include, among others, changes in general market conditions and perceptions of private higher education, changes in the regulatory environment in the PRC private higher education industry, its ability to offer quality education to its students, its ability to increase student enrollment and/or raising tuition rates, its potential expansion, availability of financing to fund our expansion and business operations, and competition from other university operators that offer similar or higher quality of educational services.

In addition, our Group also faces numerous market risks, such as interest rate, credit and liquidity risks that arise in the normal course of our business.

Interest rate risk

Our Group's exposure to risk for changes in market interest rates relates primarily to our Group's interest-bearing bank borrowings. We do not use derivative financial instruments to hedge interest rate risk. We manage our interest cost using variable rate bank borrowings.

The sensitivity analysis below has been determined based on the exposure to interest rates for our Group's variable rate bank loans and bank balances at the end of each reporting period and assumed that the amount outstanding at the end of each reporting period was outstanding for the whole year. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points higher/lower and all other variables were held constant, our Group's post-tax profit for the year ended 31 December 2021 would decrease/increase by RMB2,887,000 and RMB2,887,000, respectively. This is mainly attributable to our Group's exposure to interest rates on our bank balances and borrowing with variable rates.

Credit Risk

Our Group only trades with recognized and creditworthy third parties. It is our Group's policy that all customers who wish to receive credit are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis and our Group's exposure to bad debts is not significant.

Liquidity Risk

Our Group's objective is to maintain a balance between continuity of funding and flexibility through the use of interest-bearing borrowings. Cash flows are closely monitored on an ongoing basis.

Risk Management

To properly manage these risks and uncertainties, our Group has established the following risk management structures and measures. The details are set out in the paragraph headed "Risk Management and Internal Control" of the corporate governance report.

REPORT OF THE DIRECTORS

FINANCIAL SUMMARY

A summary of our Group's results, assets and liabilities for the last five financial years are set out in the section headed "Financial Highlights" of this annual report. This summary does not form part of the audited consolidated financial statements.

USE OF NET PROCEEDS FROM LISTING

On the Listing Date, 100,000,000 new Shares with nominal value of HK\$0.01 each of our Company were issued at a price of HK\$6.05 per Share in connection with our Company's initial public offering. On 11 February 2020, our Company further issued 15,000,000 Shares of HK\$0.01 each at a subscription price of HK\$6.05 per Share pursuant to the full exercise of over-allotment option.

Net proceeds from the initial public offering of our Company (including the full exercise of the over-allotment option) amounted to approximately HK\$666.0 million, after deducting underwriting fee and relevant expenses. Such amount were used and are proposed to be used as and when appropriate based on our Group's business needs according to the intentions previously disclosed in the Prospectus.

As at 31 December 2021, the utilisation of the net proceeds is as follows:

Unit: Hong Kong dollar million

Items	Percentage	Available	Utilised	Unutilised	Expected timeframe for full utilisation ⁽¹⁾
Acquisitions or investments to expand our school network	34.8%	231.7	—	231.7	31 December 2023
Finance construction projects on our campus and purchase of furniture and equipment	35.0%	233.1	233.1	—	N/A
Repay our short-term loans and the current portion of our long-term loans as they become due	20.2%	134.6	134.6	—	N/A
Supplement our working capital and for general corporate purposes	10.0%	66.6	66.6	—	N/A
Total	100.0%	666.0	434.3	231.7	

Note:

- (1) The expected timeline for the application of the unutilised net proceeds is subject to uncertainties brought by the international macro-environment and the unprecedented COVID-19 pandemic on the prevailing and future market conditions and business developments and in need. In view of the significant effects to the economy and business environment, we shall update and re-visit our plan continuously.

REPORT OF THE DIRECTORS

MAJOR CUSTOMERS AND SUPPLIERS

Our Group's customers primarily consist of its students. We did not have any single customer who accounted for more than 5% of our revenue for the year ended 31 December 2021. The aggregate percentage of revenue attributable to the five largest customers is less than 30% of our revenue for the year ended 31 December 2021.

Our Group's suppliers primarily consist of construction service providers, enterprise partners who provide training to its students, technology service providers, and teaching equipment suppliers. For the year ended 31 December 2021, purchases from our five largest suppliers amounted to RMB235.5 million, accounting for 66.6% of our Group's total purchases for the year ended 31 December 2021. For the same period, purchases from our largest supplier amounted to RMB202.9 million, accounting for 57.4% of our total purchases for the year ended 31 December 2021. Our Group's largest supplier in 2021 is a construction service provider. The amount of purchases from our Group's five largest suppliers and from our Group's largest supplier went up due to the construction services our Group procured for the construction of school building, dormitory and auxiliary building.

None of the Directors, their respective close associates, or any Shareholder who, to the knowledge of the Directors, owns more than 5% of our issued capital, had any interest in any of our Group's five largest customers or suppliers for the year ended 31 December 2021.

RELATIONSHIP WITH EMPLOYEES, SUPPLIERS AND CUSTOMERS

Our Group understands the importance of maintaining a good relationship with its employees, suppliers and customers to meet its immediate and long-term goals. Our Group maintains a good relationship with employees, suppliers and customers. During the Reporting Period, there were no material and significant dispute between our Group and its employees, suppliers and/or customers.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of our Group during the year ended 31 December 2021 are set out in note 13 to the consolidated financial statements.

SHARE CAPITAL

Details of movements in the share capital of our Company during the year ended 31 December 2021 are set out in note 26 to the consolidated financial statements.

RESERVES AND DISTRIBUTABLE RESERVES

As at 31 December 2021, the distributable reserves of our Company, amounted to approximately RMB441.9 million.

Details of movements in the reserves of our Group and our Company during the year ended 31 December 2021 are set out in the consolidated statement of changes in equity on page 131 and note 27 to the consolidated financial statements.

BANK BORROWINGS

The bank borrowings of our Group primarily consisted of short-term working capital loans and long-term project loans for the construction of the school premises. Details of the bank borrowings of our Group as at 31 December 2021 are set out in note 23 to the consolidated financial statements.

REPORT OF THE DIRECTORS

DIRECTORS

The Directors of our Company during the Reporting Period and up to the date of this annual report are:

Executive Directors

Mr. Zhou Xingzeng (*Chairman*)

Mr. Zheng Xiangzhan

Mr. Shi Yinjie

Non-executive Directors

Mr. Zhao Donghui

Mr. Du Jusheng

Independent Non-executive Directors

Mr. Chen Baizhu

Mr. Hu Rongen

Ms. Liu Tao

In accordance with articles 84(1) of the Articles of Association, one-third of the Directors shall retire from office by rotation at each annual general meeting and shall then be eligible for re-election. Accordingly, Mr. Zhou, Mr. Zheng Xiangzhan, and Mr. Zhao Donghui shall retire by rotation, and being eligible, have offered themselves for re-election at the AGM.

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

Details of the Directors to be re-elected at the AGM are set out in the circular will be sent to the Shareholders in due course.

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

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

CONFIRMATION OF INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

Our Company has received an annual confirmation of independence pursuant to rule 3.13 of the Listing Rules from each of the independent non-executive Directors and our Company considers such Directors to be independent throughout the year ended 31 December 2021.

DIRECTORS' MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Save as disclosed in the paragraph headed “Non-exempt Continuing Connected Transaction” and otherwise disclosed in this annual report, no Director or its connected entity (within the meaning of section 486 of the Companies Ordinance) had a material interest, either directly or indirectly, in any transaction, arrangement or contract of significance to the business of our Group to which our Company, or any of its subsidiaries or fellow subsidiaries was a party during the Reporting Period.

REPORT OF THE DIRECTORS

CONTROLLING SHAREHOLDERS' INTERESTS IN CONTRACTS OF SIGNIFICANCE

Mr. Zhou, Mr. Zheng Xiangzhan, Mr. Shi Yinjie, She De Limited, Gan En Limited, Ze Ren Limited and Tuan Jie Limited were controlling shareholders (as defined in the Listing Rules) of our Company during the Reporting Period, from 1 January 2021 to 15 November 2021.

Save as disclosed in the paragraph headed “Non-exempt Continuing Connected Transaction” and otherwise disclosed in this annual report, there was no contract of significance between our Company or any of its subsidiaries and the aforesaid controlling shareholders (or any of its subsidiaries) and there was no contract of significance for the provision of services to our Company or any of its subsidiaries by the aforesaid controlling shareholders (or any of its subsidiaries) which subsisted or was entered into during the Reporting Period, from 1 January 2021 to 15 November 2021.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of our Company were entered into or existed for the Reporting Period.

EMOLUMENT POLICY

A remuneration committee was set up for reviewing our Group’s remuneration policy and structure for all remuneration of the Directors and senior management of our Group, having regard to our Group’s operating results, individual performance of the Directors and senior management and comparable market practices.

The Directors and senior management may also receive options to be granted under the Share Option Scheme. For further details of the Share Option Scheme, please refer to the paragraph headed “Share Option Scheme” below.

Our Company has adopted the Share Award Scheme in which (i) an employee (whether full time or part time), executive or officer, (ii) a director (including any executive, non-executive and independent executive director), or (iii) any consultant or adviser (whether professional or otherwise being engaged whether on an employment or contractual or honorary basis or otherwise and whether paid or unpaid), of any member of our Group who, in the sole discretion of the Board, has contributed or may contribute to the growth and development of our Group will be entitled to participate. For further details of the Share Award Scheme, please refer to the paragraph headed “Share Award Scheme” below.

Details of the remuneration of the Directors and five highest paid individuals during the Reporting Period are set out in notes 8 and 9 to the consolidated financial statements. None of the Directors waived any emoluments during the Reporting Period.

RETIREMENT AND EMPLOYEE BENEFITS SCHEME

Details of the retirement and employee benefits scheme of our Company are set out in note 7 to the consolidated financial statements.

REPORT OF THE DIRECTORS

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

As at 31 December 2021, the interests and short positions of the Directors and the chief executive of our Company in the Shares, underlying Shares and debentures of our Company or any of its associated corporations (within the meaning of Part XV of the SFO) which have been notified to our Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have taken under such provisions of the SFO), or which were recorded in the register required to be kept pursuant to section 352 of the SFO or as otherwise notified to our Company and the Stock Exchange pursuant to the Model Code as set out in Appendix 10 to the Listing Rules were as follows:

I. Interest in Shares or underlying Shares of our Company

Name	Capacity/Nature of interest	Number of Shares	Long/short Position	Approximately Percentage of Shareholding in our Company
Mr. Zhou	Interest in a controlled corporation ⁽¹⁾	35,700,000	Long position	8.60%
Mr. Zheng Xiangzhan	Interest in a controlled corporation ⁽²⁾	30,600,000	Long position	7.37%
Mr. Zhao Donghui	Interest in a controlled corporation ⁽³⁾	100,000,000	Long position	24.10%
	Person having a security interest in shares ⁽³⁾	87,350,000	Long position	21.05%
Mr. Shi Yinjie	Interest in a controlled corporation ⁽⁴⁾	12,100,000	Long position	2.92%

Notes:

- (1) Mr. Zhou is the sole shareholder and the sole director of She De Limited and Gan En Limited and he is therefore deemed to be interested in the Shares held by She De Limited and Gan En Limited.
- (2) Mr. Zheng Xiangzhan is the sole shareholder and the sole director of Ze Ren Limited and he is therefore deemed to be interested in the 30,600,000 Shares held by Ze Ren Limited. As at 31 December 2021, Ze Ren Limited has pledged such 30,600,000 Shares to Ai Xin Limited. For details of the pledge, please refer to the announcement of our Company dated 11 June 2021.
- (3) Mr. Zhao Donghui is the sole shareholder and the sole director of Ai Xin Limited and he is therefore deemed to be interested in the 100,000,000 Shares held by Ai Xin Limited. As at 31 December 2021, eight shareholders of our Company has pledged a total of 87,350,000 Shares (excluding voting rights and rights to receive income) to Ai Xin Limited. For details of the pledge, please refer to the announcement of our Company dated 11 June 2021.
- (4) Mr. Shi Yinjie is the sole shareholder and the sole director of Tuan Jie Limited and he is therefore deemed to be interested in the 12,100,000 Shares held by Tuan Jie Limited. As at 31 December 2021, Tuan Jie Limited has pledged its 12,100,000 Shares to Ai Xin Limited. For details of the pledge, please refer to the announcement of our Company dated 11 June 2021.

REPORT OF THE DIRECTORS

II. Interest in shares of associated corporation of our Company

Name	Name of associated corporation	Capacity/Nature of interest	Amount of registered share capital (RMB)	Approximate percentage of shareholding
Mr. Zhou	Jian Qiao Group	Beneficial owner	61,510,000	35.15%
Mr. Zheng Xiangzhan	Jian Qiao Group	Beneficial owner	17,850,000	10.20%
Mr. Zhao Donghui	Jian Qiao Group	Beneficial owner	17,500,000	10.00%
Mr. Shi Yinjie	Jian Qiao Group	Beneficial owner	9,970,000	5.70%

Save as disclosed above, as at 31 December 2021, none of the Directors or the chief executive of our Company had or was deemed to have any interest or short position in the Shares, underlying Shares or debentures of our Company or its associated corporations (within the meaning of Part XV of the SFO) that was required to be notified to our Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have taken under such provisions of the SFO), or required to be recorded in the register required to be kept under Section 352 of the SFO, or as otherwise notified to our Company and the Stock Exchange pursuant to the Model Code.

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

As at 31 December 2021, to the best knowledge of the Directors, the following persons (other than being a Director or chief executive of our Company) had interests or short positions in the Shares or underlying Shares which fall to be disclosed to our Company under the provisions of Divisions 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by our Company pursuant to section 336 of the SFO:

Name	Capacity/Nature of interest	Number of Shares	Long/short Position	Approximately Percentage of Shareholding in our Company
She De Limited	Beneficial owner	16,000,000	Long position	3.86%
Gan En Limited	Beneficial owner	19,700,000	Long position	4.75%
Ze Ren Limited	Beneficial owner ⁽¹⁾	30,600,000	Long position	7.37%
Ai Xin Limited	Beneficial owner	100,000,000	Long position	24.10%
	Person having a security interest in shares ⁽²⁾	87,350,000	Long Position	21.05%
Xiamen ITG Education Group Co., Ltd.	Beneficial owner	25,880,000	Long Position	6.24%

Notes:

- (1) As at 31 December 2021, Ze Ren Limited has pledged its 30,600,000 Shares to Ai Xin Limited. For details of the pledge, please refer to the announcement of our Company dated 11 June 2021.
- (2) As at 31 December 2021, eight shareholders of our Company has pledged a total of 87,350,000 Shares to Ai Xin Limited. For details of the pledge, please refer to the announcement of our Company dated 11 June 2021.

REPORT OF THE DIRECTORS

Save as disclosed above, as at 31 December 2021, the Directors and the chief executive of our Company were not aware of any persons (who were not Directors or chief executive of our Company) who had an interest or short position in the Shares or underlying Shares of our Company which would fall to be disclosed under Divisions 2 and 3 of Part XV of the SFO, or which would be required, pursuant to Section 336 of the SFO, to be entered in the register referred to therein.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as otherwise disclosed in this annual report, at no time during the Reporting Period was our Company or any of its subsidiaries a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of shares in, or debentures of, our Company or any other body corporate, and none of the Directors or any of their spouses or children under the age of 18 were granted any right to subscribe for the equity or debt securities of our Company or any other body corporate or had exercised any such right.

SHARE AWARD SCHEME

On 11 December 2020, our Company adopted the Share Award Scheme in which (i) an employees (whether full time or part time), executive or officer, (ii) a director (including any executive, non-executive and independent non-executive director), or (iii) any consultant or adviser (whether professional or otherwise being engaged whether on an employment or contractual or honorary basis or otherwise and whether paid or unpaid) of any member of our Group who, in the sole discretion of the Board, has contributed or may contribute to the growth and development of our Group (the "Eligible Participant"), will be entitled to participate.

1. Purposes and objectives

The purposes and objectives of the Share Award Scheme are (i) to recognise the contributions by certain Eligible Participants and to provide them with incentives in order to retain them for the continual operation and development of our Group; and (ii) to attract suitable personnel for further development of our Group.

2. Duration

Subject to any early termination as may be determined by the Board pursuant to rules of the Share Award Scheme (the "Scheme Rules"), the Share Award Scheme shall be valid and effective from 11 December 2020 to the date the last of the number of Shares determined by the Board and granted to such relevant Eligible Participant selected by the Board pursuant to the Scheme Rules for participating in the Share Award Scheme (the "Selected Participant") has been vested and transferred to the Selected Participant or has lapsed in accordance with the Scheme Rules provided that no award shall be made on or after the 10th anniversary date of 11 December 2020.

3. Scheme limit

The Board shall not make any further award of awarded shares which will result in the number of Shares awarded by the Board under the Share Award Scheme exceeding 5% (i.e. 20,750,000 Shares) of the issued share capital of our Company as at 11 December 2020. The maximum number of Shares which may be awarded to a Selected Participant under the Share Award Scheme shall not exceed 1% (i.e. 4,150,000 Shares) of the issued share capital of our Company as at 11 December 2020.

REPORT OF THE DIRECTORS

4. Share purchase pursuant to the Share Award Scheme

On 11 December 2020, the Board resolved to provide from time to time but in any event a total sum of not exceeding HK\$100 million for the trustee, namely CMB Wing Lung (Trustee) Limited, to purchase existing Shares at appropriate time and hold such Shares for future award of Shares under the Share Award Scheme. During the Reporting Period, the trustee of the Share Award Scheme, pursuant to the terms of the trust deed of the Share Award Scheme, purchased on the Stock Exchange a total of 10,808,500 Shares at a total consideration of approximately HK\$56,843,885.

For more details of the Share Award Scheme, please refer to the announcements of our Company dated 11 December 2020 and 22 December 2020.

During the Reporting Period, the Board did not grant, lapse or cancel any awards.

SHARE OPTION SCHEME

The following is a summary of principal terms of the Share Option Scheme conditionally approved by a resolution of the then shareholders of our Company passed on 19 December 2019 and adopted by a resolution of the Board on 19 December 2019 (the “Adoption Date”). The terms of the Share Option Scheme are in compliance with the provisions of Chapter 17 of the Listing Rules.

1. Purpose and participants

The purpose of the Share Option Scheme is to give the Eligible Persons (as defined in the Prospectus) an opportunity to have a personal stake in our Company and help motivate them to optimize their future contributions to our Group and/or to reward them for their past contributions, to attract and retain or otherwise maintain on-going relationships with such Eligible Persons who are significant to and/or whose contributions are or will be beneficial to the performance, growth or success of our Group, and additionally in the case of Executives (as defined in the Prospectus), to enable our Group to attract and retain individuals with experience and ability and/or to reward them for their past contributions. The Board may, at its absolute discretion, offer options (“Options”) to subscribe for such number of Shares in accordance with the terms set out in the Share Option Scheme to the Eligible Persons.

2. Maximum number of Shares

The maximum number of Shares which may be issued upon exercise of all options to be granted under the Scheme and any other schemes of our Group shall not in aggregate exceed 10% of the Shares in issue as at the Listing Date (such 10% limit representing 40,000,000 Shares) excluding Shares which may fall to be issued upon the exercise of the Over-allotment Option granted by our Company.

The total number of Shares available for issue under the Share Option Scheme was 40,000,000 Shares, representing approximately 9.6% of the issued Shares as at the date of this annual report.

3. Maximum entitlement of each participant

No Option may be granted to any one person such that the total number of Shares issued and to be issued upon exercise of Options granted and to be granted to that person in any 12-month period exceeds 1% of our Company’s issued share capital from time to time.

REPORT OF THE DIRECTORS

4. Offer and grant of Options

Subject to the terms of the Share Option Scheme, the Board shall be entitled at any time within 10 years from the Adoption Date to offer the grant of an Option to any Eligible Person as the Board may in its absolute discretion select to subscribe at the subscription price for such number of Shares as the Board may (subject to the terms of the Share Option Scheme) determine (provided the same shall be a board lot for dealing in the Shares on the Stock Exchange or an integral multiple thereof).

5. Minimum holding period, vesting and performance target

Subject to the provisions of the Listing Rules, the Board may impose any conditions, restrictions or limitations when offering the grant of an Option. Subject to such terms and conditions as the Board may determine as aforesaid (including such terms and conditions in relation to their vesting, exercise or otherwise) there is no minimum period for which an Option must be held before it can be exercised and no performance target which need to be achieved by the grantee before the Option can be exercised.

6. Amount payable for Options and offer period

An offer of the grant of an Option shall remain open for acceptance by the Eligible Person concerned for a period of 28 days from the offer date. Participants of the Share Option Scheme are required to pay our Company HK\$1.00 upon acceptance of the grant on or before 28 days after the offer date.

7. Subscription price

The subscription price shall be such price as the Board may determine at the time of grant of the relevant Option but the subscription price shall not be less than whichever is the highest of:

- (a) the nominal value of a Share;
- (b) the closing price of a Share as stated in the Stock Exchange's daily quotations sheet on the offer date; and
- (c) the average closing price of a Share as stated in the Stock Exchange's daily quotations sheets for the 5 business days (as defined in the Listing Rules) immediately preceding the offer date.

8. Life of Share Option Scheme

Subject to the terms of this Share Option Scheme, the scheme shall be valid and effective for a period of 10 years from the date on which it becomes unconditional, after which no further options will be granted or offered but the provisions of the Share Option Scheme shall remain in force and effect in all other respects. All Options granted prior to such expiry and not then exercised shall continue to be valid and exercisable subject to and in accordance with the Share Option Scheme. The remaining life of the Share Option Scheme is 9 years.

No option has been granted, exercised, lapsed or cancelled under the Share Option Scheme since its adoption up to the date of this annual report.

EQUITY-LINKED AGREEMENTS

Save as disclosed in the sections headed "Share Award Scheme" and "Share Option Scheme" of this annual report and in the Prospectus, during the Reporting Period, neither our Company nor any of its subsidiaries had entered into (i) any agreement that will or may result in our Company issuing Shares; or (ii) any agreement requiring our Company to enter into any agreement specified in (i).

REPORT OF THE DIRECTORS

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OF OUR COMPANY

Neither our Company nor any of its subsidiaries had purchased, sold or redeemed any other listed securities of our Company during the Reporting Period.

Separately, during the year ended 31 December 2021, the trustee of the Share Award Scheme, pursuant to the terms of the trust deed of the Share Award Scheme, purchased on the Stock Exchange a total of 10,808,500 Shares at a total consideration of approximately HK\$56,843,885.

PRE-EMPTIVE RIGHTS

There is no provision for pre-emptive rights under the Articles of Association or the laws of the Cayman Islands that would oblige our Company to offer new Shares on a pro rata basis to existing Shareholders.

PERMITTED INDEMNITY PROVISION

Pursuant to article 164(1) of the Articles of Association, the Directors shall be indemnified and secured harmless out of the assets and profits of our Company from and against all actions, costs, charges, losses, damages and expenses which they or any of the Directors shall or may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty, or supposed duty, in their respective offices or trusts; and none of them shall be answerable for the acts, receipts, neglects or defaults of the other or others of them or for joining in any receipts for the sake of conformity, or for any bankers or other persons with whom any moneys or effects belonging to our Company shall or may be lodged or deposited for safe custody, or for insufficiency or deficiency of any security upon which any moneys of or belonging to our Company shall be placed out on or invested, or for any other loss, misfortune or damage which may happen in the execution of their respective offices or trusts, or in relation thereto; provided that this indemnity shall not extend to any matter in respect of any fraud or dishonesty which may attach to any of said persons.

NON-COMPETITION UNDERTAKING

Our Group currently engages in the provision of private formal higher education. During the Reporting Period, from 1 January 2021 to 15 November 2021, Mr. Zhou, Mr. Zheng Xiangzhan, Mr. Shi Yinjie, She De Limited, Gan En Limited, Ze Ren Limited and Tuan Jie Limited were controlling shareholders (as defined in the Listing Rules) of our Company. From 1 January 2021 to 15 November 2021, the aforesaid controlling shareholders and their associates, other than their interest in our Group, also held direct or indirect interests in companies outside of our Group, which engage in other businesses not related to higher education.

The aforesaid controlling shareholders have entered into a deed of non-competition on 19 December 2019 in favour of our Company, pursuant to which the aforesaid controlling shareholders have jointly and severally and irrevocably undertaken with our Company (for itself and for the benefit of its subsidiaries) that it or he would not, and would procure that its or his associates (except any members of our Group) would not, during the restricted period, directly or indirectly, either on its or his own account or in conjunction with or on behalf of any person, firm or company, among other things, carry on, participate or be interested or engaged in or hold (in each case whether as a shareholder, partner, agent, employee or otherwise) any business which is or may be in competition with the business of any member of our Group from time to time.

REPORT OF THE DIRECTORS

Compliance with the Deed of Non-Competition

The aforesaid controlling shareholders did not have any other interest in any business that may, directly or indirectly, compete with the business of our Group during the Reporting Period before the deed of non-competition ceased to have effect against them on 16 November 2021.

Our Company has received confirmations from the aforesaid controlling shareholders confirming their compliance with the deed of non-competition during the Reporting Period, from 1 January 2021 to 15 November 2021, for disclosure in this annual report.

The independent non-executive Directors have reviewed the compliance with the deed of non-competition during the Reporting Period, from 1 January 2021 to 15 November 2021, based on the information and confirmation provided by or obtained from the aforesaid controlling shareholders, and were satisfied that the aforesaid controlling shareholders have duly complied with the deed of non-competition.

DIRECTORS' INTEREST IN COMPETING BUSINESS

During the Reporting Period, none of the Directors or their respective associates had engaged in or had any interest in any business which competes or is likely to compete, either directly or indirectly, with the businesses of our Group.

NON-EXEMPT CONTINUING CONNECTED TRANSACTIONS

During the Reporting Period, the following transactions carried out by our Group and the connected persons of our Company constituted non-exempt continuing connected transactions of our Company pursuant to Chapter 14A of the Listing Rule:

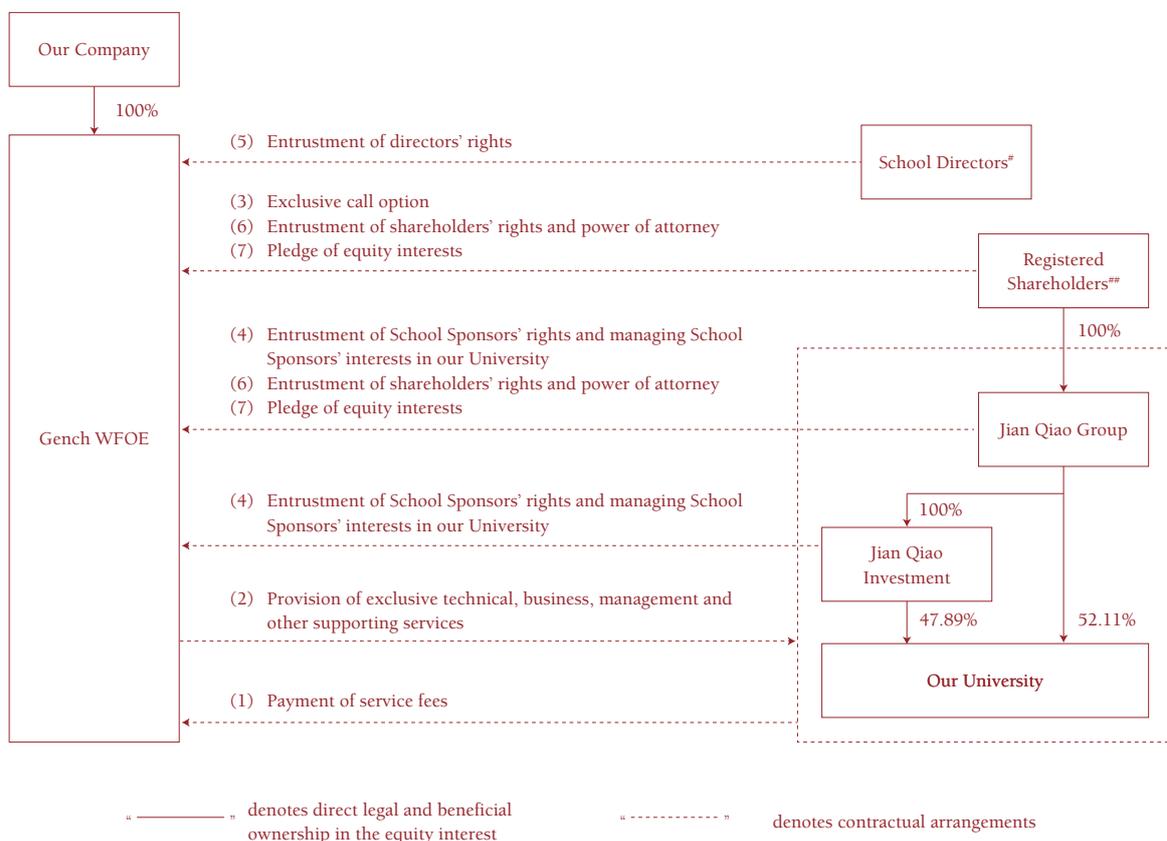
Old Contractual Arrangements

A. Overview

The PRC laws and regulations currently restrict the operation of formal higher education to sino-foreign ownership, in addition to imposing a qualification requirement on the foreign owners. As a result, our Group, through our wholly-owned subsidiary, Gench WFOE, the Old PRC Affiliated Entities and the Registered Shareholders entered into the Old Contractual Arrangements such that we can conduct our business operations indirectly in the PRC through the Old PRC Affiliated Entities while complying with applicable PRC law and regulations. The Old Contractual Arrangements, as a whole, were designed to provide our Group with effective control over the financial and operational policies of the Old PRC Affiliated Entities, to the extent permitted by PRC law and regulations, the right to acquire the equity interest and/or school sponsor's interest in the Old PRC Affiliated Entities after the Listing through Gench WFOE. As we operated our education business indirectly through the Old PRC Affiliated Entities and we did not hold any direct equity interest or school sponsor's interest in the Old PRC Affiliated Entities, the Old Contractual Arrangements were entered into on 11 December 2018 pursuant to which all material business activities of the Old PRC Affiliated Entities were instructed and supervised by our Group through Gench WFOE, and all economic benefits arising from such business of the Old PRC Affiliated Entities were transferred to our Group.

REPORT OF THE DIRECTORS

The following simplified diagram illustrates the flow of economic benefits from our University and/or the School Sponsors to our Group stipulated under the Old Contractual Arrangements:



Notes:

[#] The School Directors are eight directors of our University, including (i) Mr. Zhou Xingzeng, Mr. Zheng Xiangzhan and Mr. Shi Yinjie who are also directors of our Company. Each of Mr. Zhou Xingzeng, Mr. Zheng Xiangzhan and Mr. Shi Yinjie is also a shareholder of our Company, holding approximately 8.60%, 7.37% and 2.92% equity interest in our Company (as at 31 December 2021), respectively; (ii) Mr. Chen Zhiyong, who is also a shareholder of our Company, holding approximately 3.53% equity interest in our Company (as at 31 December 2021).

^{##} The Registered Shareholders are shareholders of Jian Qiao Group, including Mr. Zhou Xingzeng, Mr. Zheng Xiangzhan, Mr. Zhao Donghui and Mr. Shi Yinjie, who are also directors of our Company.

REPORT OF THE DIRECTORS

B. Summary of the Material Terms of the Old Contractual Arrangements

The Old Contractual Arrangements consist of a series of agreements, including the Business Cooperation Agreement, the Exclusive Technical Service and Management Consultancy Agreement, the Exclusive Call Option Agreement, the Equity Pledge Agreements, the School Sponsors' and Directors' Rights Entrustment Agreement, the Shareholders' Rights Entrustment Agreement, the School Sponsors' Powers of Attorney, the Directors' Powers of Attorney, the Shareholders' Powers of Attorney and the Spouse Undertakings, each of which is an integral part of the Old Contractual Arrangements. For summary of material terms of these agreements, please refer to the section headed "Contractual Arrangements" in the Prospectus.

C. Business activities of the Old PRC Affiliated Entities

The business activities of the Old PRC Affiliated Entities of our Group, namely the School Sponsors and our University, are primarily to offer higher educational services to our Group's students.

D. Significance and Financial Contributions of the Old PRC Affiliated Entities

For details of the significance and financial contributions of the Old PRC Affiliated Entities, please refer to section headed "Significance and Financial Contributions of the PRC Affiliated Entities" below.

E. Regulatory Update

1. Qualification Requirement

For details of regulatory updates to the qualification requirement, please refer to the section headed "Qualification Requirement" for New Contractual Arrangements below.

2. Foreign Investment Law

For details of regulatory updates to foreign investment law, please refer to the section headed "Foreign Investment Law" for New Contractual Arrangements below.

F. Risks Associated with the Old Contractual Arrangements

For details of risks associated with the Old Contractual Arrangements, please refer to the section headed "Risk Factors — Risks Relating to our Contractual Arrangements" in the Prospectus.

G. Changes to the Old Contractual Arrangements

Save as the minor updates disclosed below and the termination of the Old Contractual Arrangement as described in the paragraph headed "Termination of the Old Contractual Arrangements and establishment of the New Contractual Arrangements as a result of our Group's internal restructuring" below, as at the date of this annual report, there were no changes in the Old Contractual Arrangements and/or the circumstances under which the Old Contractual Arrangements were adopted.

REPORT OF THE DIRECTORS

Minor Updates to the Old Contractual Arrangements

As disclosed in our Company's announcement dated 20 January 2021, four directors (namely, Mr. Huang Qingyun (黃清雲), Ms. Jiang Weiyi (蔣威宜), Mr. Zhang Jiayu (張家鈺) and Mr. Zhou Jianer (周健兒) and collectively, "Outgoing Directors") out of 11 directors of our University ceased to be directors of our University due to old age or family reason upon expiry of the then session of the board of directors of our University, and four new directors (namely, Mr. Yang Junhe (楊俊和), Mr. Yu Xiaoguang (俞曉光), Ms. Jing Xiaohuai (荆筱槐) and Ms. Zhang Jane) were therefore appointed and the list of directors has been filed with the Shanghai Municipal Education Commission.

Our Company was informed by Ms. Huang Chunlan (黃春蘭) that her spouse Mr. Wang Xuangui (王選桂), a minority shareholder who held approximately 1.74% equity interest of Jian Qiao Group, passed away in July 2020, and Ms. Huang Chunlan would inherit all the rights and obligations of Mr. Wang Xuangui as a shareholder of Jian Qiao Group pursuant to the relevant PRC laws and regulations. Accordingly, Ms. Huang Chunlan became a shareholder of Jian Qiao Group on 16 December 2020.

In light of the aforesaid change of directors of our University and a minority shareholder of Jian Qiao Group, and in order to ensure that our Company's interest is sufficiently protected:

- four directors of our University (namely, Mr. Zhu Ruiting, Mr. Yu Xiaoguang, Ms. Jing Xiaohuai, and Ms. Chen Wei) replaced the Outgoing Directors to enter into the related agreements under the Old Contractual Arrangements on 29 January 2021 with retrospective effect from the date of change of directors; and
- Ms. Huang Chunlan replaced late Mr. Wang Xuangui to enter into the related agreements under the Old Contractual Arrangements and the No Spouse Undertaking.

The Directors (including the independent non-executive Directors) are of the view that the above updates to the Old Contractual Arrangements are only to reflect the change in directors of our University and change in shareholders of Jian Qiao Group. The arrangement under the Old Contractual Arrangements (after the above updates) is effectively a reproduction of the existing framework under the Old Contractual Arrangement (before the above updates).

H. Unwinding of the Old Contractual Arrangements

As at the date of this annual report, the Old Contractual Arrangements have been terminated and the New Contractual Arrangements are in effect. For more details, please refer to section headed "Termination of the Old Contractual Arrangements and establishment of the New Contractual Arrangements as a result of our Group's internal restructuring" below.

REPORT OF THE DIRECTORS

Termination of the Old Contractual Arrangements and establishment of the New Contractual Arrangements as a result of our Group's internal restructuring

As disclosed in the announcement and interim report of our Company dated 20 January 2021 and 9 September 2021, respectively, our Group conducted an internal restructuring to convert the PRC operating school of our Group into a for-profit private school to comply with the 2016 Decision and related implementing rules. Our Group carried out the relevant procedures to complete the registration of Jian Qiao University Company, a newly established company in the PRC, as a for-profit private school. In light of the aforesaid internal restructuring of our Group, on 29 January 2021, (i) our Company, Gench WFOE, the School Directors, the Registered Shareholders and the Old PRC Affiliated Entities entered into a series of termination agreements of the Old Contractual Arrangements pursuant to which the Old Contractual Arrangements will be terminated concurrently with effect from the de-registration of our University; (ii) our Company, Gench WFOE, the Appointed School Directors, the Registered Shareholders and the New PRC Affiliated Entities entered into the New Contractual Arrangements which have been entered into on substantially the same terms as those currently in place under the Old Contractual Arrangements with effect from the termination of the Old Contractual Arrangements.

Jian Qiao University Company has obtained the relevant private school operating permit on 21 April 2021 with the short name of “Shanghai Jian Qiao University”. It is now the PRC operating school of our Group and operates as a for-profit private school while Shanghai Jian Qiao University was de-registered on 10 August 2021. The termination of the Old Contractual Arrangements came into effect concurrently from the de-registration of Shanghai Jian Qiao University (i.e. 10 August 2021) and the New Contractual Arrangements came into effect concurrently from the termination of the Old Contractual Arrangements (i.e. 10 August 2021). The pledges under the equity pledge agreements of the New Contractual Arrangements were registered with the department of administration for market regulation of the PRC on 27 August 2021 and became effective on the same date of the registration of the pledges.

For more details of the internal restructuring of our Group and the New Contractual Arrangements, please refer to the announcement and interim report of our Company dated 20 January 2021 and 9 September 2021, respectively.

As at the date of this annual report, the Old Contractual Arrangements have been terminated and the New Contractual Arrangements are in effect. The New Contractual Arrangements came into effect concurrently from the termination of the Old Contractual Arrangements on 10 August 2021.

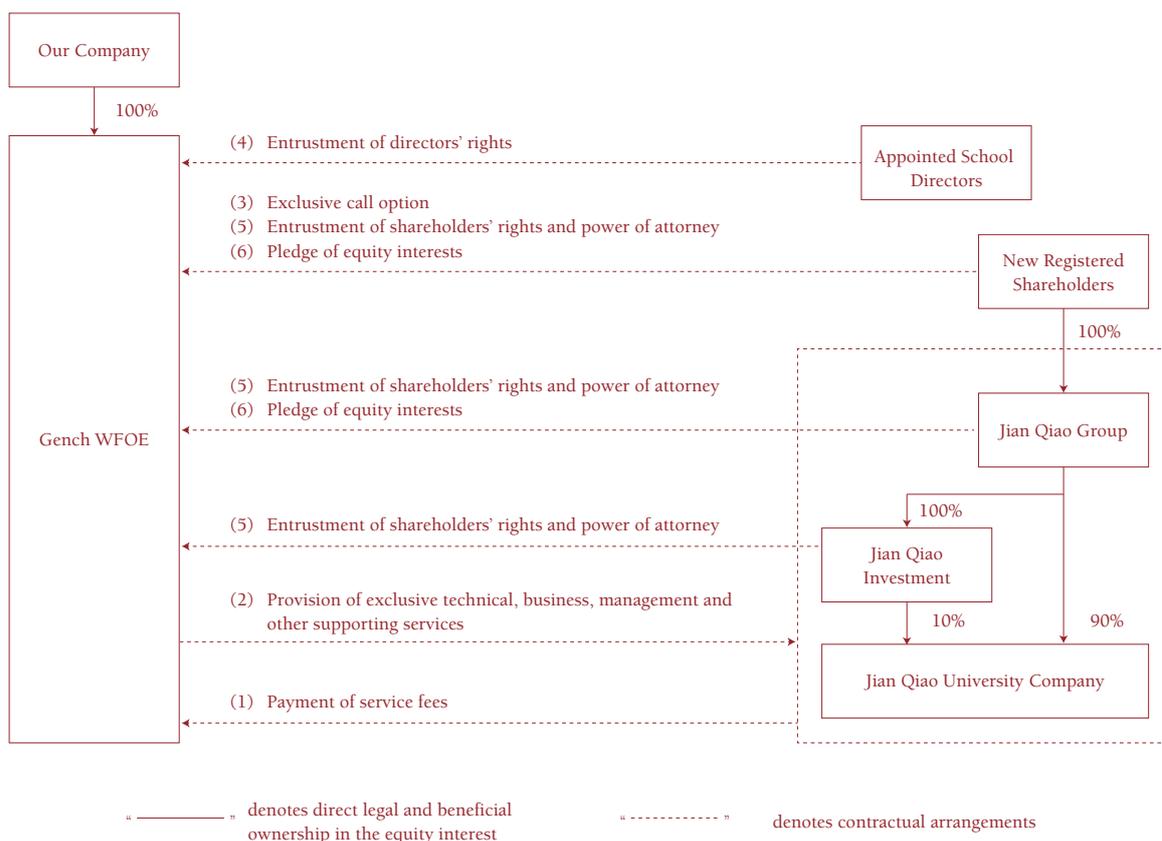
New Contractual Arrangements

A. Overview

The PRC laws and regulations currently restrict the operation of formal higher education to sino-foreign ownership, in addition to imposing a qualification requirement on the foreign owners. As a result, upon internal restructuring of our Group as described in the announcement of our Company dated 20 January 2021, our Group, through our wholly-owned subsidiary, Gench WFOE, the New PRC Affiliated Entities and the New Registered Shareholders entered into the New Contractual Arrangements such that we can conduct our business operations indirectly in the PRC through the New PRC Affiliated Entities while complying with applicable PRC law and regulations. The New Contractual Arrangements, as a whole, are designed to provide our Group with effective control over the financial and operational policies of the New PRC Affiliated Entities, to the extent permitted by PRC law and regulations, the right to acquire the equity interest and/or school sponsor's interest in the New PRC Affiliated Entities through Gench WFOE. As we operate our education business indirectly through the New PRC Affiliated Entities and we do not hold any direct equity interest or school sponsor's interest in the New PRC Affiliated Entities, the New Contractual Arrangements were entered into on 29 January 2021 pursuant to which all material business activities of the New PRC Affiliated Entities are instructed and supervised by our Group through Gench WFOE, and all economic benefits arising from such business of the New PRC Affiliated Entities are transferred to our Group.

REPORT OF THE DIRECTORS

The following simplified diagram illustrates the flow of economic benefits from the New PRC Affiliated Entities to our Group stipulated under the New Contractual Arrangements:



B. Summary of the Material Terms of the New Contractual Arrangements

The New Contractual Arrangements consist of a series of agreements, including the New Business Cooperation Agreement, the New Exclusive Technical Service and Management Consultancy Agreement, the New Exclusive Call Option Agreement, the New Directors' Rights Entrustment Agreement, the New Directors' Power of Attorney, the New Shareholders' Rights Entrustment Agreement (I), the New Shareholders' Rights Entrustment Agreement (II), the New Shareholders' Power of Attorney (I), the New Shareholders' Power of Attorney (II), the New Spouse Undertakings, the No Spouse Undertaking, and the New Equity Pledge Agreements, each of which is an integral part of the New Contractual Arrangements. For summary of material terms of these agreements, please refer to the announcement of our Company dated 20 January 2021.

C. Business activities of the New PRC Affiliated Entities

The business activities of the New PRC Affiliated Entities of our Group, namely the School Sponsors and our University, are primarily to offer higher educational services to our Group's students.

REPORT OF THE DIRECTORS

D. Significance and Financial Contributions of the PRC Affiliated Entities

Pursuant to the Contractual Arrangements, our Group obtains control over and derives the economic benefits from the PRC Affiliated Entities. The table below sets out the financial contribution of the PRC Affiliated Entities to our Group, including revenue, net profit and total assets of the PRC Affiliated Entities consolidated into our Group's financial statements pursuant to the Contractual Arrangements:

	Significances and financial contribution to our Group					
	Revenue for the year ended		Net profit for the year ended		Total assets as at	
	31 December		31 December		31 December	
	2021	2020	2021	2020	2021	2020
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
PRC Affiliated Entities	683,580	554,895	173,372	178,238	2,421,642	2,864,981

E. Regulatory Update

1. Qualification Requirement

The foreign investor in a Sino-foreign joint venture private school offering higher education must be a foreign educational institution with relevant qualification and high quality of education (the "Qualification Requirement"). Foreign portion of the total investment in a Sino-foreign joint venture private school should be below 50% and the establishment of these schools is subject to approval of education authorities at the provincial or national level. We are committed to working towards meeting the Qualification Requirement. We have adopted a specific plan and taken concrete steps which our Company believes to be meaningful endeavors to demonstrate compliance with the Qualification Requirement. Please also refer to the section headed "Contractual Arrangements" in the Prospectus for our Group's efforts and actions undertaken to comply with the Qualification Requirement.

As advised by our PRC Legal Advisors, there are no implementing measures or specific guidance on the Qualification Requirement in accordance with the existing PRC laws and regulations and therefore it is currently uncertain as to what specific criteria must be met by a foreign investor (such as length of experience and form and extent of ownership in the foreign jurisdiction) in order to demonstrate to the relevant educational authority that it meets the Qualification Requirement.

2. Foreign Investment Law

The Foreign Investment Law, which took effect on 1 January 2020, replaced the Law on Sino-Foreign Equity Joint Ventures, the Law on Sino-Foreign Contractual Joint Ventures and the Law on Foreign-Capital Enterprises and became the legal foundation for foreign investment in the PRC.

Conducting operations through contractual arrangements has been and will be further adopted by many PRC-based companies, including us, to obtain and maintain necessary licenses and permits in the industries that are currently subject to foreign investment restrictions or prohibitions in China. The Foreign Investment Law does not explicitly stipulate contractual arrangements as a form of foreign investment. As advised by our PRC Legal Advisors, since contractual arrangements are not specified as foreign investment under the Foreign Investment Law, and if the future laws, regulations and rules do not incorporate contractual arrangements as a form of foreign investment and the operation of higher education is still in the Negative List, the New Contractual Arrangements as a whole and each of the agreements comprising the New Contractual Arrangements will not be affected and will continue to be legal, valid and binding on the parties.

REPORT OF THE DIRECTORS

Notwithstanding the above, there are possibilities that future laws, administrative regulations or provisions of the State Council may stipulate contractual arrangements as a way of foreign investment, and then whether the New Contractual Arrangements will be recognized as foreign investment, whether the New Contractual Arrangements will be deemed to be in violation of the foreign investment access requirements and how the New Contractual Arrangements will be handled are uncertain.

If the operation of higher education institutions is no longer in the Negative List and our Group can legally operate the education business under the PRC laws, Gench WFOE will exercise the equity call option under the New Exclusive Call Option Agreement to acquire the equity interest in the New PRC Affiliated Entities and unwind the New Contractual Arrangements subject to re-approval by the relevant authorities.

F. Risks Associated with the New Contractual Arrangements

1. Loss sharing and Economic Risks of our Company

In the event that the New PRC Affiliated Entities incur any loss or encounter any operational crisis, Gench WFOE may, but is not obliged to, provide financial support to the New PRC Affiliated Entities.

None of the agreements constituting the New Contractual Arrangements provide that our Company or its wholly-owned PRC subsidiary, Gench WFOE, is obligated to share the losses of the New PRC Affiliated Entities or provide financial support to the New PRC Affiliated Entities. Further, the New PRC Affiliated Entities shall be solely liable for its own debts and losses with assets and properties owned by it.

Under PRC laws and regulations, our Company or Gench WFOE, is not expressly required to share the losses of the New PRC Affiliated Entities or provide financial support to the New PRC Affiliated Entities. Despite the foregoing, given that the New PRC Affiliated Entities' financial condition and results of operations are consolidated into our Group's financial condition and results of operations under the applicable accounting principles, our Company's business, financial condition and results of operations would be adversely affected if the New PRC Affiliated Entities suffer losses. However, due to the restrictive provisions contained in the New Contractual Arrangements as disclosed in the respective paragraphs headed "(1) New Business Cooperation Agreement" and "(3) New Exclusive Call Option Agreement" in the announcement dated 20 January 2021, the potential adverse effect on Gench WFOE and our Company in the event of any loss suffered from the New PRC Affiliated Entities can be limited to a certain extent.

2. Limitations in Exercising the Option to Acquire Ownership in the New PRC Affiliated Entities

Our Group may incur substantial cost on our part to exercise the option to acquire the equity interest in the New PRC Affiliated Entities. Pursuant to the New Exclusive Call Option Agreement, Gench WFOE or its designated purchaser has the exclusive right to purchase all or part of the equity interest in the New PRC Affiliated Entities at the lowest price permitted under the PRC laws and regulations.

In the event that Gench WFOE or its designated purchaser acquires such equity interest and the relevant PRC authorities determine that the purchase price for acquiring the equity interest is below market value, Gench WFOE or its designated purchaser may be required to pay enterprise income tax with reference to the market value such that the amount of tax may be substantial, which could materially and adversely affect our business, financial condition and results of operations.

3. The PRC government may find that the New Contractual Arrangements do not comply with applicable PRC laws and regulations

If the New Contractual Arrangements that establish the structure for operating the Group's China business are found to be in violation of any PRC laws or regulations in the future or fail to obtain or maintain any of the required permits or approvals, the relevant PRC regulatory authorities, including the Ministry of Education, which regulates the education industry, would have broad discretion in dealing with such violations.

REPORT OF THE DIRECTORS

4. The New Registered Shareholders may have conflicts of interest with the Group

The New Registered Shareholders may potentially have conflicts of interest with us and breach their contracts or undertakings with us if it would further their own interest or if they otherwise act in bad faith. In the event that such conflict of interest cannot be resolved in our favor, we would have to rely on legal proceedings which could result in disruption to our business and we are subject to any uncertainty as to the outcome of such legal proceedings.

5. The New Contractual Arrangements may not be as effective in providing control over the New PRC Affiliated Entities as direct ownership

The Group has relied and expects to continue to rely on the New Contractual Arrangements to operate the majority of our education business in China. The New Contractual Arrangements may not be as effective in providing us with control over the New PRC Affiliated Entities as direct ownership of equity interest ownership. If the parties under such Contractual Arrangements refuse to carry out our directions in relation to everyday business operations, we will be unable to maintain effective control over the operations of the New PRC Affiliated Entities. If we were to lose effective control over the New PRC Affiliated Entities, certain negative consequences would result, including our being unable to consolidate the financial results of the New PRC Affiliated Entities with our financial results.

6. The New Contractual Arrangements may be subject to scrutiny by the PRC tax authorities and additional tax may be imposed

Under PRC laws and regulations, arrangements and transactions among related parties may be subject to audit or challenge by the PRC tax authorities. We could face material and adverse tax consequences if the PRC tax authorities determine that the New Exclusive Technical Service and Management Consultancy Agreement we have with the New PRC Affiliated Entities does not represent an arm's length price and adjust any of those entities' income in the form of a transfer pricing adjustment. In addition, PRC tax authorities may have reason to believe that Gench WFOE or the New PRC Affiliated Entities are dodging their tax obligations, and we may not be able to rectify such incident within the limited timeline required by PRC tax authorities. As a result, the PRC tax authorities may impose late payment fees and other penalties on us for under-paid taxes, which could materially and adversely affect our business, financial condition and results of operations.

7. Our Company does not have any insurance which covers the risks relating to the New Contractual Arrangements and the transactions contemplated thereunder

The insurance of our Group does not cover the risks relating to the New Contractual Arrangements and the transactions contemplated thereunder, and our Group has no intention to purchase any new insurance in this regard. If any risk arises from the New Contractual Arrangements in the future, such as those affecting the enforceability of the New Contractual Arrangements and the relevant agreements for the transactions contemplated thereunder and the operation of our Group, the results of our Group may be adversely affected. However, our Group will monitor the relevant legal and operational environment from time to time to comply with the applicable laws and regulations. In addition, there are relevant internal control measures to reduce the operational risk

G. Changes to the New Contractual Arrangements

As at the date of this annual report, there were no changes in the New Contractual Arrangements and/or the circumstances under which the New Contractual Arrangements were adopted.

REPORT OF THE DIRECTORS

H. Unwinding of the New Contractual Arrangements

As at the date of this annual report, there has not been any unwinding of any New Contractual Arrangements, nor has there been any failure to unwind any New Contractual Arrangements when the restrictions that led to the adoption of the New Contractual Arrangements are removed. For more details, please refer to the section headed “Termination of the New Contractual Arrangements” of the announcement of our Company dated 20 January 2021. In the event that the PRC regulatory environment changes and all of the Qualification Requirement, the Foreign Ownership Restriction and the Foreign Control Restriction are removed (and assuming there are no other changes in the relevant PRC laws and regulations), Gench WFOE will exercise the equity call option in full to hold all of the interest in our New PRC Affiliated Entities and unwind the New Contractual Arrangements accordingly as permitted by the applicable PRC laws and regulations at the relevant time.

Compliance with the Contractual Arrangements

Our Group has adopted the following measures to ensure the effective operation of our Group with the implementation of the Contractual Arrangements and our compliance with the Contractual Arrangements:

- (a) major issues arising from the implementation and compliance with the Contractual Arrangements or any regulatory enquiries from government authorities will be submitted to the Board, if necessary, for review and discussion on an occurrence basis;
- (b) the Board will review the overall performance of and compliance with the Contractual Arrangements at least once a year;
- (c) our Company will disclose the overall performance and compliance with the Contractual Arrangements in its annual reports and interim reports to update the Shareholders and potential investors;
- (d) our Company and our Directors undertake to provide periodic updates in our annual and interim reports regarding the qualification requirement and our status of compliance with the Foreign Investment Law; and
- (e) our Company will engage external legal advisors or other professional advisors, if necessary, to assist the Board to review the implementation of the Contractual Arrangements, review the legal compliance of Gench WFOE and the PRC Affiliated Entities to deal with specific issues or matters arising from the Contractual Arrangements.

In addition, notwithstanding that certain executive Directors (namely, Mr. Zhou Xingzeng, Mr. Zheng Xiangzhan and Mr. Shi Yinjie) are also the New Registered Shareholders, we believe that our Directors are able to perform their roles in our Group independently and our Group is capable of managing its business independently under the following measures:

- (a) the decision-making mechanism of the Board as set out in the articles of association of our Company includes provisions to avoid conflict of interest by providing, amongst other things, that in the event of conflict of interest in such contract or arrangement which is material, a Director shall declare the nature of his or her interest at the earliest meeting of the Board at which it is practicable for him or her to do so, and if he or she is to be regarded as having material interest in any contracts or arrangements, such Director shall abstain from voting and not be counted in the quorum;
- (b) each of our Directors is aware of his fiduciary duties as a Director which requires, amongst other things, that he acts for the benefits and in the best interests of our Group;
- (c) we have appointed three independent non-executive Directors, comprising over one-third of the Board, to provide a balance of the number of interested and independent Directors with a view to promoting the interests of our Company and our Shareholders as a whole; and

REPORT OF THE DIRECTORS

- (d) we will disclose in our announcements, circulars, annual and interim reports in accordance with the requirements under the Listing Rules regarding decisions on matters reviewed by the Board (including independent non-executive Directors) relating to any business or interest of each Director and his associates that competes or may compete with the business of our Group and any other conflicts of interest which any such person has or may have with our Group.

For the year ended 31 December 2021, the Board had reviewed the overall performance of the Contractual Arrangements and believes that our Group had complied with the Contractual Arrangements in all material respects.

Confirmation of independent non-executive Directors

The independent non-executive Directors reviewed the Contractual Arrangements on an annual basis and confirmed that, during the Reporting Period:

- (i) the Contractual Arrangements have been entered into in the ordinary and usual course of business of our Group;
- (ii) the Contractual Arrangements are on normal commercial terms;
- (iii) the Contractual Arrangements have been entered into in accordance with relevant agreements governing them on terms that are fair and reasonable and in the interests of the Shareholders as a whole;
- (iv) the transactions carried out during the year ended 31 December 2021 have been entered into in accordance with the relevant provisions of the Contractual Arrangements, and have been operated so that the profit generated by our PRC Affiliated Entities have been substantially retained by our Group; and
- (v) no dividends or other distributions have been made by our PRC Affiliated Entities to the holders of its School Sponsor's interest which are not otherwise subsequently assigned or transferred to our Group.

Confirmation of auditor of our Company

Ernst & Young, 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 *"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.

After performing the procedures related to continuing connected transactions, Ernst & Young confirmed that:

- a. nothing has come to their attention that causes them to believe that the disclosed continuing connected transactions have not been approved by the Board;
- b. for transactions involving the provision of goods or services by our Group, nothing has come to their attention that causes them to believe that the transactions were not, in all material respects, in accordance with the pricing policies of our Group;
- c. nothing has come to their attention that causes them to believe that the transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and
- d. with respect to the disclosed continuing connected transactions, nothing has come to their attention that causes them to believe that dividends or other distributions have been made by the PRC Affiliated Entities to the holders of the equity interests of our company which are not otherwise subsequently assigned or transferred to our Group.

REPORT OF THE DIRECTORS

RELATED PARTY TRANSACTIONS

Details of the related party transactions entered into by our Group during the year ended 31 December 2021 are set out in note 30 to the consolidated financial statements. “Directors’ and chief executive’s remuneration” described in note 8 to the consolidated financial statements were continuing connected transactions exempt from the connected transaction requirements under Rule 14A.76(1) or 14A.95 of the Listing Rules.

Our Company confirmed that it has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules for the Reporting Period.

ENVIRONMENTAL PROTECTION AND SOCIAL RESPONSIBILITIES

As a responsible and leading higher educational service supplier, our Group is committed to protecting the environment and fulfilling social responsibility in order to achieve our goals in sustainable development. We adopt a comprehensive approach in environmental management and climate change mitigation by carrying out green and low-carbon operation in our University, minimizing the negative impact of our Group’s business operating activities on the environment and strictly complying with the applicable environmental laws and regulations.

We understand that our employees are our valuable assets. Our Group is dedicated to providing a fair, equal, healthy and safe working environment to our employees. We offer competitive remuneration and benefits to our employees and provide them various promoting opportunities, strong academic and research atmosphere, and the international training programs, etc.

Our Group cares about our students and is committed to providing various effective communication channels to our students and establishing a healthy and safe campus. We strive to maintain a good relationship with our suppliers and other relevant stakeholders to establish a sustainable supply chain in excellent quality. We are dedicated to contributing to society and livelihood by fully engaging in charity activities and community services together with our employees and our students for community care and development.

As far as the Board and the management are aware, our Group has complied in all material aspects with the relevant laws and regulations that have a significant impact on the business and operation of our Group. During the year ended 31 December 2021, there was no material breach of or non-compliance with applicable laws and regulations by our Group.

Please refer to the Environmental, Social and Governance Report in this annual report for more details.

DONATIONS

During the Reporting Period, the charitable and other donations made by our Group amounted to RMB0.

EVENTS AFTER THE REPORTING PERIOD

On 29 March 2022, the Company has resolved to recommend the payment of a final dividend of HK\$0.10 per ordinary share for the year ended 31 December 2021 (the “2021 Final Dividend”) to the shareholders whose names appear on the register of members of the Company on 8 June 2022. Such proposal is subject to the approval by the shareholders of the Company at the forthcoming annual general meeting of the Company.

AUDIT COMMITTEE

The Audit Committee has reviewed the accounting principles and practices adopted by our Group and discussed auditing, internal control and financial reporting matters. The Audit Committee, together with the Board, has reviewed our Group’s audited consolidated financial statements for the year ended 31 December 2021.

REPORT OF THE DIRECTORS

CORPORATE GOVERNANCE

Our Company is committed to maintaining high standards of corporate governance practices. Information on the corporate governance practices adopted by our Company is set out in the section headed “Corporate Governance Report” of this annual report.

SUFFICIENCY OF PUBLIC FLOAT

Based on information publicly available to our Company and to the best knowledge of the Directors, at least 25% of our Company’s total issued Shares, the prescribed minimum percentage of public float approved by the Stock Exchange and permitted under the Listing Rules, was held by the public at all times for the Reporting Period and up to the date of this annual report.

AUDITOR

Ernst & Young was appointed as our Company’s auditor for the year ended 31 December 2021. The accompanying financial statements prepared in accordance with IFRSs have been audited by Ernst & Young. Ernst & Young shall retire at the AGM and, being eligible, will offer itself for re-appointment. A resolution for the re-appointment of Ernst & Young as our Company’s auditor will be proposed at the AGM. The auditor has not changed in the past three financial years.

TAX RELIEF AND EXEMPTION

Our Company is not aware of any tax relief and exemption available to the Shareholders by reason of their holding of our Company’s securities.

RECOMMENDATION TO CONSULT PROFESSIONAL TAX ADVICE

If the shareholders of our Company are not sure about the tax effect on the purchase, holding, sale, trading or exercise of any rights attached to the relevant Shares of our Company, they are recommended to consult independent experts for advice.

On behalf of the Board
Shanghai Gench Education Group Limited
Zhou Xingzeng
Chairman

Shanghai, China, 29 March 2022

CORPORATE GOVERNANCE REPORT

CORPORATE GOVERNANCE PRACTICES

Our Group is committed to maintaining high standards of corporate governance to safeguard the interests of the Shareholders and to enhance corporate value and accountability. Our Company has adopted the code provisions under the CG Code as its own code of corporate governance. Our Company has complied with all applicable code provisions under the CG Code during the Reporting Period. Our Company will continue to review and monitor its corporate governance practices to ensure compliance with the CG Code.

THE BOARD

Responsibilities, accountabilities and contributions of the Board and senior management

The Board is responsible and accountable for the overall leadership of our Group, oversees our Group's strategic decisions and monitors business and performance. The Board is also responsible for establishing the purpose, values and strategy of our Group and ensuring that they are aligned with the culture of our Group. The Board has delegated the authority and responsibility for day-to-day management and operation of our Group to the senior management of our Group. To oversee particular aspects of our Company's affairs, the Board has established three Board committees including the Audit Committee, the Remuneration Committee and the Nomination Committee. The Board has delegated to the Board Committees responsibilities as set out in their respective terms of reference. All Directors have carried out duties in good faith and in compliance with applicable laws and regulations, and have acted in the interests of our Company and the Shareholders at all times.

Non-executive Directors

Non-executive Directors (including independent non-executive Directors) should make a positive contribution to the development of our Company's strategy and policies through independent, constructive and informed comments.

The responsibilities of non-executive Directors include, but are not limited to, the following:

- participating in Board meetings to bring an independent judgement to bear on issues of strategy, policy, performance, accountability, resources, key appointments and standards of conduct;
- taking the lead where potential conflicts of interests arise for other Directors;
- serving on the Board Committees, if invited; and
- scrutinising our Group's performance in achieving agreed corporate goals and objectives, and monitoring performance reporting.

Directors' and Senior Management's Liability Insurance and Indemnity

Our Company has arranged appropriate liability insurance to indemnify the Directors and senior management of our Company for their liabilities arising out of corporate activities. The insurance coverage will be reviewed on an annual basis.

Board Composition

As at 31 December 2021, the Board comprises three executive Directors, two non-executive Directors and three independent non-executive Directors. The biographies of the Directors are set out under the section headed "Directors and Senior Management" in this annual report.

CORPORATE GOVERNANCE REPORT

During the Reporting Period, the Board has met at all times the requirements under rules 3.10(1) and 3.10(2) of the Listing Rules relating to the appointment of at least three independent non-executive Directors with at least one independent non-executive Director possessing appropriate professional qualifications or accounting or related financial management expertise.

Our Company has also complied with rule 3.10A of the Listing Rules relating to the appointment of independent non-executive Directors representing at least one-third of the Board.

Our Company has received an annual confirmation of independence pursuant to rule 3.13 of the Listing Rules from each of the independent non-executive Directors and our Company considers such Directors to be independent throughout the year ended 31 December 2021.

Save as disclosed in the Directors' biographies set out in the section headed "Directors and Senior Management", none of the Directors have any personal relationship (including financial, business, family or other material or relevant relationship) with any other Director and chief executive.

All Directors, including independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning. Independent non-executive Directors are invited to serve on the Audit Committee, the Remuneration Committee and the Nomination Committee.

As regards the CG Code provision requiring directors to disclose the number and nature of offices held in public companies or organisations and other significant commitments as well as the identity of the public companies or organisations and the time involved to the issuer, the Directors have agreed to disclose their commitments and any subsequent change to our Company in a timely manner.

Induction and Continuous Professional Development

Each newly appointed Director is provided with necessary induction and information to ensure that he/she has a proper understanding of our Company's operations and businesses as well as his/her responsibilities under relevant statutes, laws, rules and regulations. Our Company also arranges regular seminars to provide Directors with updates on latest development and changes in the Listing Rules and other relevant legal and regulatory requirements from time to time. The Directors are also provided with regular updates on our Company's performance, position and prospects to enable the Board as a whole and each Director to discharge their duties.

Directors are encouraged to participate in continuous professional development to develop and refresh their knowledge and skills. The company secretary of our Company has from time to time updated and provided written training materials relating to the roles, functions and duties of a Director.

CORPORATE GOVERNANCE REPORT

The attendance record of professional training received by the Directors for the year ended 31 December 2021 is as follows:

Name of Director	Nature of continuous professional development programmes
Mr. Zhou Xingzeng	A/B
Mr. Zheng Xiangzhan	A/B
Mr. Shi Yinjie	A/B
Mr. Du Jusheng	A/B
Mr. Zhao Donghui	A/B
Mr. Chen Baizhu	A/B
Mr. Hu Rongen	A/B
Ms. Liu Tao	A/B

Notes:

A: Attending seminars and/or meetings and/or forums and/or briefings

B: Reading materials relevant to corporate governance, director's duties and responsibilities, listing rules and other relevant ordinances

Chairman and Chief Executive

Under code provision A.2.1 of the CG Code (before 1 January 2022) and C.2.1 of the CG Code (after 1 January 2022), the roles of chairman and chief executive should be separate and performed by different individuals.

Mr. Zhou Xingzeng is the chairman of the Board and is responsible for overall management and strategic development of our Group, while Mr. Zheng Xiangzhan is the chief executive officer and is responsible for overall operation of our Group. As a result, the roles of the chairman and chief executive are separate and performed by two different individuals.

The chairman provides leadership for the Board and takes the lead to ensure the Board acts in the best interests of our Company. The responsibilities of the chairman include, but are not limited to, the following:

- ensuring all Directors are properly briefed on issues arising at Board meetings;
- ensuring that Directors receive, in a timely manner, adequate information, which are accurate, clear, complete and reliable;
- providing leadership for the Board and ensuring that the Board works effectively and performs its responsibilities, and that all key and appropriate issues are discussed by the Board in a timely manner;
- ensuring that good corporate governance practices and procedures are established;
- encouraging all Directors to make full and active contributions to the Board's affairs;
- ensuring sufficient time for discussion of issues among Directors;
- ensuring that Board decisions fairly reflect Board consensus;
- at least annually hold meetings with the independent non-executive directors without the presence of other Directors;

CORPORATE GOVERNANCE REPORT

- enhancing effective communication with shareholders and ensure the views of shareholders are communicated to the Board as a whole; and
- facilitating the effective contribution of non-executive Directors (including independent non-executive Directors) in particular and ensuring constructive relations between executive Directors and non-executive Directors (including independent non-executive directors).

DIVERSITY

Board Diversity

Our Company has adopted a Board diversity policy (the “Board Diversity Policy”) which sets out the objective and approach to achieve and maintain diversity on the Board in order to enhance the effectiveness of the Board. The Board Diversity Policy provides that our Company should endeavor to ensure that the Board members have the appropriate balance of skills, experience and diversity of perspectives that are required to support the execution of our Group’s business strategy. Pursuant to the Board Diversity Policy, selection of candidates for Directors will be based on a range of measurable objectives, including but not limited to professional experience, gender, age, culture, independence, educational background, knowledge, expertise and length of service. The Nomination Committee will: (1) report annually, in the corporate governance report contained in our annual report, on the Board’s composition under diversified perspectives, and monitor the implementation of our Board Diversity Policy; and (2) review our Board Diversity Policy, as appropriate, to ensure effectiveness of the policy and discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval.

The Nomination Committee has conducted their annual review of the Board’s composition and the implementation of our Board Diversity Policy. Considering multiple measurable objectives including but not limited to professional experience, gender, age, culture, independence, educational background, knowledge, expertise and length of service, it considered that board diversity was achieved. Gender diversity was also achieved as the Board is not a single gender board.

Workforce Diversity

The Board also recognises the importance of diversity at the workforce level. The gender ratio in our workforce as at 31 December 2021 are as follows:

Total workforce (including senior management): Male 46.4%; Female 53.6%

Dividend Policy

The dividend policy of our Company (the “Dividend Policy”) is in place to ensure that the Board maintains an appropriate procedure on declaring and recommending the dividend payment of our Group. Accordingly, the Dividend Policy aims to allow Shareholders to participate in our Company’s profits whilst preserving our Company’s liquidity to capture future growth opportunities. The declaration and recommendation of dividends is subject to the decision of the Board after considering our Company’s ability to pay dividends. The Board has complete discretion on whether to recommend and/or pay a dividend, subject to Shareholders’ approval, where applicable. Even if the Board decides to recommend and pay dividends, the form, frequency and amount will depend upon the operations and earnings, capital requirements and surplus, general financial condition, contractual restrictions, the Laws and the Articles, and other factors affecting our Group. The Board shall review and reassess the Dividend Policy and its effectiveness in its sole and absolute discretion on a regular basis or as required.

CORPORATE GOVERNANCE REPORT

Appointment and Re-election of Directors

Each of the executive Directors has entered into a service contract with our Company for an initial fixed term of three years commencing from the Listing Date.

Each of Mr. Zhao Donghui and Mr. Du Jusheng, being the non-executive Director, has entered into a letter of appointment with our Company for an initial fixed term of one year commencing from the Listing Date and 24 July 2020, respectively.

Each of the independent non-executive Directors has entered into an letter of appointment with our Company for an initial fixed term of one year commencing from the Listing Date.

All the service contracts and letters of appointment of Directors will continue thereafter until terminated by not less than three months' notice in writing served by either party on the other, which notice shall not expire until the end of the fixed term. Save as aforesaid, none of the Directors has a service contract or letter of appointment with our Company or any of its subsidiaries (other than contracts expiring or determinable by the employer within one year without the payment of compensation (other than statutory compensation)).

Pursuant to the Articles of Association, at each annual general meeting one-third of the Directors for the time being (or, if their number is not a multiple of three (3), the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years.

The procedures and process of appointment, re-election and removal of Directors are set out in the Articles of Association. The Nomination Committee is responsible for reviewing the Board composition and making recommendations to the Board on the appointment or re-election of Directors and succession planning for Directors. Directors should be aware that they must be able to contribute sufficient time and attention to the affairs of our Company before accepting their appointment.

Board Meetings

Our Company adopts the practice of holding Board meetings regularly, at least four times a year, and at approximately quarterly intervals. Notices of not less than fourteen days are given for all regular Board meetings to provide all Directors with an opportunity to attend and include matters in the agenda for a regular meeting.

For other Board and Board Committee meetings, reasonable notice is generally given. The agenda and accompanying board papers are despatched to the Directors or Board Committee members at least three days before the meetings to ensure that they have sufficient time to review the papers and are adequately prepared for the meetings. When Directors or Board Committee members are unable to attend a meeting, they will be advised of the matters to be discussed and given an opportunity to make their views known to the Chairman prior to the meeting. Minutes of meetings are kept by the company secretary of our Company with copies circulated to all Directors for information and records.

Minutes of the Board meetings and Board Committee meetings are recorded in sufficient detail about the matters considered by the Board and the Board Committees and the decisions reached, including any concerns raised by the Directors. Draft minutes of each Board meeting and Board Committee meeting are sent to the Directors for comments within a reasonable time after the date on which the meeting is held. Minutes of the Board meetings are open for inspection by Directors.

CORPORATE GOVERNANCE REPORT

The attendance records of each Director at the Board and the general meetings of our Company held during the year ended 31 December 2021 are set out in the table below:

Name of Director	Attended/ Eligible to attend the Board meeting	Attended/Number of general meeting held during a Director's tenure
Mr. Zhou Xingzeng	4/4	2/2
Mr. Zheng Xiangzhan	4/4	2/2
Mr. Shi Yinjie	4/4	2/2
Mr. Zhao Donghui	4/4	2/2
Mr. Du Jusheng	4/4	2/2
Mr. Chen Baizhu	4/4	2/2
Mr. Hu Rongen	4/4	2/2
Ms. Liu Tao	4/4	2/2

Delegation by the Board

The Board reserves its decision for all major matters of our Company, including: approval and monitoring of all policy matters, overall strategies and budgets, internal control and risk management systems, material transactions (in particular those that may involve conflict of interests), financial information, appointment of Directors and other significant financial and operational matters. Directors could have recourse to seek independent professional advice in performing their duties at our Company's expense and are encouraged to access and to consult with our Company's senior management independently, the Board has reviewed and is satisfied with the implementation and effectiveness of such mechanism.

The daily management, administration and operation of our Group are delegated to the senior management. The delegated functions and responsibilities are periodically reviewed by the Board. Approval has to be obtained from the Board prior to any significant transactions entered into by the management.

Conflict of Interest

If a Director has a conflict of interest in a matter to be considered by the Board which the Board has determined to be material, the matter would be dealt with by a physical Board meeting rather than a written resolution and the individual is required to declare such interest and to abstain from voting. The matter would be considered at a Board meeting attended by Directors who have no material interest in the transaction.

Securities Transactions By Directors

Our Company has adopted the Model Code as its own code of conduct regarding Directors' securities transactions since its Listing on 16 January 2020. Having made specific enquiries of all the Directors, each of the Directors has confirmed that he/she has complied with the Model Code during the Reporting Period.

At the same time, our Company has also adopted its own code of conduct regarding employees' securities transactions on terms no less exacting than the standard set out in the Model Code for the compliance by its relevant employees who are likely to be in possession of unpublished inside information of our Company in respect of their dealings in our Company's securities.

CORPORATE GOVERNANCE REPORT

BOARD COMMITTEES

Audit Committee

Our Company established an audit committee with written terms of reference in compliance with the CG Code and Corporate Governance Report as set out in Appendix 14 to the Listing Rules. The primary duties of the Audit Committee are to review and supervise our financial reporting process and internal control system of our Group, and oversee the audit process, risk management process and external audit functions. The Audit Committee consists of three members, all of whom are independent non-executive Directors, namely, Ms. Liu Tao, Mr. Hu Rongen and Mr. Chen Baizhu. The chairman of the Audit Committee is Ms. Liu Tao.

During the year ended 31 December 2021, the Audit Committee mainly performed the following duties:

- reviewed our Group's the audited annual results for the year ended 31 December 2020 and the unaudited interim results for the six months ended 30 June 2021, and was of the opinion that the preparation of the relevant financial statements complied with the applicable accounting standards and requirements and that adequate disclosure has been made;
- reviewed the accounting principles and practices adopted by our Group, and recommended the appointment of the external auditors;
- review of the risk management and internal control systems, the effectiveness of our internal audit function;
- reviewed the corporate governance function; and
- assisted the Board in meeting its responsibilities for maintaining an effective system of internal control and risk management.

During the year ended 31 December 2021, two meetings were held by the Audit Committee. The attendance record of each member of the Audit Committee at the meetings of the Audit Committee is set out below:

Name of Director	Attendance/Number of Audit Committee meeting held during a Director's tenure
Ms. Liu Tao	2/2
Mr. Hu Rongen	2/2
Mr. Chen Baizhu	2/2

Nomination Committee

Our Company established a nomination committee with written terms of reference in compliance with the CG Code and Corporate Governance Report as set out in Appendix 14 to the Listing Rules. The primary duties of the Nomination Committee are to make recommendations to the Board on the appointment of members of the Board. The Nomination Committee consists of three members (one executive Director and two independent non-executive Directors), namely, Mr. Zhou Xingzeng, Mr. Hu Rongen and Mr. Chen Baizhu. The chairman of the Nomination Committee is Mr. Zhou Xingzeng.

CORPORATE GOVERNANCE REPORT

During the year ended 31 December 2021, the Nomination Committee mainly performed the following duties:

- reviewed the annual confirmations of independence submitted by the independent non-executive Directors and assessed their independence;
- reviewed the structure, size and composition of the Board and whether the composition of the Board complied with the requirements of the Board Diversity Policy;
- reviewed the background of the retiring Directors and determined whether the retiring Directors continues to meet the criteria to be re-elected in the annual general meeting of our Company on 1 June 2021, and made recommendations to the Board on the re-election of retiring Directors; and
- reviewed and made recommendations to succession planning of directors (in particular the chairman and chief executive).

During the year ended 31 December 2021, two meetings were held by the Nomination Committee. The attendance record of each member of the Nomination Committee at the meetings of the Nomination Committee is set out below:

<u>Name of Director</u>	<u>Attendance/Number of Nomination Committee meeting held during a Director's tenure</u>
Mr. Zhou Xingzeng	2/2
Mr. Hu Rongen	2/2
Mr. Chen Baizhu	2/2

The Nomination Committee will identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships by considering factors including perspective, skills and experience that the individual can bring to the Board, and the contribution to diversity of the Board. And the Nomination Committee will make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the chairman and the chief executive, taking into account our Company's corporate strategy and the mix of skills, knowledge, experience and diversity needed in the future, together with the Board, as appropriate.

Remuneration Committee

Our Company established a remuneration committee with written terms of reference in compliance with the CG Code and Corporate Governance Report as set out in Appendix 14 to the Listing Rules. The primary duties of the Remuneration Committee are to make recommendations to the Board on our Company's policy and structure concerning the remuneration of the Directors and senior management and on the establishment of a formal and transparent procedure for developing remuneration policy, to review and approve performance based remuneration by reference to corporate goals and objectives, to determine the terms of the specific remuneration package of each executive Director and senior management and to ensure none of the Directors determine their own remuneration. The Remuneration Committee consists of three members (one executive Director and two independent non-executive Directors), namely Mr. Hu Rongen, Mr. Zheng Xiangzhan and Ms. Liu Tao. The chairman of the Remuneration Committee is Mr. Hu Rongen.

CORPORATE GOVERNANCE REPORT

During the year ended 31 December 2021, the Remuneration Committee has mainly performed the following duties:

- reviewed our Group's remuneration policy and reviewed the performance of executive Directors and remuneration package of the executive Directors and senior management for the Reporting Period; and
- made recommendations to the Board on the remuneration packages of individual executive Directors and senior management.

During the year ended 31 December 2021, two meetings were held by the Remuneration Committee. The attendance record of each member of the Remuneration Committee at the meetings of the Remuneration Committee is set out below:

Name of Director	Attendance/Number of Remuneration Committee meeting held during a Director's tenure
Mr. Hu Rongen	2/2
Mr. Zheng Xiangzhan	2/2
Ms. Liu Tao	2/2

Remuneration of Directors and Senior Management

Details of the remuneration of each of the Directors and the five highest paid employees for the year ended 31 December 2021 are set out in notes 8 and 9 to the consolidated financial statements.

Details of the remuneration by band of the members of the senior management (other than the Directors) of our Company for the year ended 31 December 2021 are set out below:

Remuneration band	Number of individual
Nil to HK\$0.5 million	—
HK\$0.5 million to HK\$1 million	3
Above HK\$1 million	1

Corporate Governance Function

The Board recognizes that corporate governance should be the collective responsibility of the Directors which includes:

- (a) to review and monitor our Company's policies and practices on compliance with legal and regulatory requirements;
- (b) to review and monitor the training and continuous professional development of Directors and senior management;
- (c) to develop, review and monitor the code of conduct and compliance manual applicable to employees and Directors;
- (d) to develop and review our Company's policies and practices on corporate governance and make recommendations to the Board and report to the Board on matters;
- (e) to review our Company's compliance with the CG Code and disclosure in the corporate governance report; and
- (f) to review and monitor our Company's compliance with our Company's whistleblowing policy.

CORPORATE GOVERNANCE REPORT

DIRECTORS' RESPONSIBILITIES FOR FINANCIAL REPORTING IN RESPECT OF FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements for the year ended 31 December 2021 which give a true and fair view of the affairs of our Company and our Group and of our Group's results and cash flows.

The management has provided to the Board such explanation and information as are necessary to enable the Board to carry out an informed assessment of our Company's financial statements, which are put to the Board for approval. Also, management provides all Directors with regular updates giving a balanced and understandable assessment of our Group's performance, position and prospects in sufficient detail to enable the Board as a whole and each Director to discharge their duties.

The Directors were not aware of any material uncertainties relating to events or conditions which may cast significant doubt upon our Group's ability to continue as a going concern.

The statement by the auditor regarding their reporting responsibilities on the consolidated financial statements of our Company is set out in the section headed "Independent Auditor's Report" of this annual report.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board acknowledges that it is the responsibility of the Board for maintaining an adequate risk management and internal control systems and reviewing the effectiveness of such systems on an ongoing basis and annual basis.

The risk management and internal control systems of our Group are featured with a defined management structure with limits of authority and well-rounded policies and procedures, and are designed to facilitate effective and efficient operations, to ensure reliability of financial reporting and compliance with applicable laws and regulations, to identify and manage potential risks (including ESG risks), and to safeguard assets of our Group. Our Group's risk management and internal control systems are designed to provide reasonable, though not absolute, assurance against material misstatement or loss and to manage rather than eliminate the risk of failure to achieve business objectives.

The Board is responsible and has the general power to manage the operations of our University, and is in charge of managing the overall risks (including ESG risks) of our University. It is responsible for considering, reviewing and approving any significant business decision involving material risk exposures, such as our decision to expand our Group's school network into new geographic areas, to raise its tuition, and to enter into cooperative business relationships with third parties to launch new education programs. Also, our Group has made arrangements with banks to ensure that we are able to obtain credits to support our business operation and expansion.

Our Company has designated Mr. Zheng Xiangzhan who is responsible for monitoring our on-going compliance with the relevant PRC laws and regulations that govern the business operations and overseeing the implementation of any necessary measures. In addition, our Group plans to provide the Directors, senior management (including the principal and vice principals of our University) and employees involved with continuing training programs and/or updates regarding the relevant PRC laws and regulations on a regular basis with a view to proactively identify any concerns and issues relating to potential non-compliance.

CORPORATE GOVERNANCE REPORT

Our Company has established an internal audit department to carry out its internal audit functions by assisting the Board to implement our Group's risk management framework. The internal audit department is also required to review the continued connected transactions periodically and perform sampling inspections to ensure the internal control procedures were followed. The work of the internal audit department will be reviewed by the Audit Committee and the Board annually. For the Reporting Period, the Audit Committee, with reference to and based on the internal audit report issued by the internal audit department, conducted a review on the effectiveness of our Group's risk management and internal control systems, including financial, operational and compliance controls and risk management functions, adequacy of resources, qualifications and experience of staff of our Company's accounting, internal control and financial reporting functions, as well as those relating to the issuer's ESG performance and reporting, and training programmes and budget. The Board has considered and discussed the internal audit report issued by the internal audit department, the work conducted by the internal audit department and the independent auditor, the Audit Committee's view on our Group's risk management and internal control systems and their effectiveness. The Board and the Audit Committee are satisfied with the effectiveness and adequacy of the risk management and internal control of our Group.

In addition, the procedures on disclosure of inside information were in place to ensure that all relevant facts and circumstances that may have material effect on the share price of our Company are promptly assessed and that any material information which comes to the knowledge of any one or more officers of our Group is promptly identified, assessed and, if appropriate, escalated for the attention of the Board to determine whether a disclosure is required.

WHISTLEBLOWING POLICY

Our Company has a whistleblowing policy in place for employees and those who deal with our Company to raise concerns in confidence and anonymity. For details, please refer to our Company's Environmental, Social and Governance Report below.

ANTI-CORRUPTION POLICY

For details of our Company's anti-corruption policy, please refer to our Company's Environmental, Social and Governance Report below.

AUDITOR'S REMUNERATION

The remuneration for the audit and non-audit services provided by the auditors (Ernst & Young) to our Group during the year ended 31 December 2021 was approximately as follows:

Type of Services	Amount (RMB)
Audit services and review services ⁽¹⁾ provided by Ernst & Young	2,400,000
Total	2,400,000

Note:

- (1) Including fees for review of interim financial report. Save as review services, there were no other non-audit services.

CORPORATE GOVERNANCE REPORT

COMPANY SECRETARIES

During the Reporting Period, Mr. Zhou Qiaoqi and Mr. Wong Yu Kit resigned as joint company secretaries and Ms. Zhang Zhimo was appointed as the company secretary with effect from 24 November 2021. For biographies of Mr. Zhou Qiaoqi and Ms. Zhang Zhimo, please refer to the section headed “Directors and Senior Management” of this annual report.

Prior to the resignation of joint company secretaries, in order to ensure compliance with the Listing Rules, our Company engaged Mr. Wong Yu Kit, a vice president of SWCS Corporate Services Group (Hong Kong) Limited (an external service provider), as the other joint company secretary to assist Mr. Zhou Qiaoqi to discharge his duties. During the tenure of Mr. Wong Yu Kit, his primary corporate contact person at our Company was Mr. Zhou Qiaoqi, the deputy chief executive officer and chief investment officer and the then joint company secretary of our Company.

For the year ended 31 December 2021, Mr. Zhou Qiaoqi, Mr. Wong Yu Kit and Ms. Zhang Zhimo have undertaken not less than 15 hours of relevant professional training in compliance with rule 3.29 of the Listing Rules.

COMMUNICATION WITH SHAREHOLDERS AND INVESTOR RELATIONS

Our Company considers that effective communication with the Shareholders is essential for enhancing investor relations and understanding of our Group’s business, performance and strategies. Our Company also recognizes the importance of timely and nonselective disclosure of information, which will enable Shareholders and investors to make the informed investment decisions.

The annual general meeting of our Company provides opportunity for the Shareholders to communicate directly with the Directors. The chairperson of the Board Committees of our Company will attend the annual general meetings to answer Shareholders’ questions. The auditor will also attend the annual general meetings to answer questions about the conduct of the audit, the preparation and content of the auditor’s report, the accounting policies and auditor independence.

To promote effective communication, our Company adopts a shareholders’ communication policy which aims at establishing a two-way relationship and communication between our Company and the Shareholders and maintains a website of our Company at www.genchedugroup.com, where up-to-date information on our Company’s business operations and developments, financial information, corporate governance practices and other information are available for public access. The Board has conducted the annual review of the implementation and effectiveness of the shareholders’ communication policy of our Company, and concluded that the policy was implemented effectively during the Reporting Period.

SHAREHOLDERS’ RIGHTS

To safeguard Shareholders’ interests and rights, a separate resolution will be proposed for each issue at general meetings, including the election of individual Directors.

All resolutions put forward at general meetings will be voted by poll pursuant to the Listing Rules and poll results will be posted on the websites of our Company and the Stock Exchange in a timely manner after each general meeting. The chairman of general meetings will ensure that an explanation is provided of the detailed procedures for conducting a poll and answer any questions from shareholders on voting by poll.

CORPORATE GOVERNANCE REPORT

Convening of extraordinary general meeting and putting forward proposals

Shareholders may put forward proposals for consideration at a general meeting of our Company according to the Articles of Association. Any one or more members holding as at date of deposit of the requisition not less than one-tenth of the paid-up capital of our Company carrying the right of voting at general meetings of our Company shall at all times have the right, by written requisition to the Board or company secretary of our Company, to require an extraordinary general meeting of our Company to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two months after the deposit of such requisition.

If within 21 days of such deposit the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by our Company.

As regards proposing a person for election as a Director, the procedures are available on the website of our Company.

Enquiries to the Board

Shareholders who intend to put forward their enquiries about our Company to the Board could send their enquiries to Ms. Zhang Zhimo, the company secretary of our Company at No. 1111, Huchenghuan Road, Pudong New Area, Shanghai, PRC.

CHANGE IN CONSTITUTIONAL DOCUMENTS

There was no change in the memorandum and articles of association of our Company during the Reporting Period.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ABOUT THE REPORT

The Company, together with its subsidiaries, are delighted to publish our environmental, social and governance report (the “Report”) for the year 2021 with an aim to disclose our Group’s environmental, social and governance performance in relation to corporate social responsibility and sustainable development.

BASIS FOR PREPARATION

The Report was prepared in accordance with the Environmental, Social and Governance Reporting Guide (the “Guide”) as set out in Appendix 27 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Hong Kong Stock Exchange”), the scope and content of which are also in compliance with the disclosure requirements of the “comply or explain” provisions in the Guide. In addition, the Report was also prepared under the disclosure requirements of the newly-revised Environmental, Social and Governance Reporting Guide.

Our Group has observed and applied the four reporting principles, namely, materiality, quantification, balance and consistency, set out in the Guide in the preparation of the Report. We have communicated with key stakeholders to understand their degree of concern on the environmental, social and governance issues relating to our business, in order to determine the framework and content of the Report and prioritise the disclosures based on the principle of materiality. The Report has adopted the principles of quantification and consistency for the calculation. If there are any changes in the calculation method or any other relevant factors affecting a meaningful comparison in the future, we will clearly explain in the Report. Our reporting gives a view of our Group’s sustainable development performance during the Reporting Period in a balanced and impartial manner.

SCOPE OF THE REPORT

The Report focuses on disclosing our Group’s overall and quantitative sustainable development performance during the Reporting Period. Unless otherwise specified, the scope of the Report is consistent with that of our Group’s annual report for the year ended 31 December 2021, including our Company, Gench BVI, Gench HK, Gench US, Gench WFOE, Shanghai Wangting Logistics Management Service Co., Ltd.*, Jian Qiao Group, Jian Qiao Investment and Shanghai Jian Qiao University Co., Ltd.

SOURCE OF DATA

All the data and cases in the Report come from the statistics reports and relevant documents of our Group. Our Group warrants that there are no false representations or misleading statements in the Report, and is responsible for the truthfulness, accuracy and completeness of the contents herein.

APPROVAL OF AND ACCESS TO THE REPORT

The Report has been considered and approved for publication by the board of directors (the “Board”) of the Group on 29 March 2022. The Report includes both Chinese and English versions. If there is any discrepancy, the Chinese version shall prevail. The electronic version of the Report is available at the section under the “Investors Relations” on the official website of our Company (www.genchedugroup.com).

OPINIONS AND FEEDBACK

We attach high importance to your opinions and feedback on the Report. If you have any queries or suggestions, please feel free to contact us through the following channels:

Address: 40th Floor, Dah Sing Financial Centre, No. 248 Queen’s Road East, Wan Chai, Hong Kong

E-mail address: ir@gench.edu.cn

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. RELEVANT HONOURS

Our Group has been working hard in respect of ESG work and has achieved remarkable results in 2021. Our ESG-related honours obtained during the year are as follows:

Name of award	Level of award	Awarding unit	Time of award
Shanghai Civilised Campus for Year 2019–2020 (2019–2020年度上海市文明校園)	Provincial level	Shanghai Municipal People's Government (上海市人民政府)	April 2021
2020 Shanghai Advanced Entity of Conscription Work (2020年上海市徵兵工作先進單位)	Provincial level	Shanghai Municipal People's Government, Shanghai Garrison Unit (上海市人民政府、上海警備區)	January 2021
"Home of Model Teacher" of Shanghai Education System (上海市教育系統「模範教工之家」)	Commission, office and bureau level	Shanghai Committee of Chinese Union of Teachers (中國教育工會上海市委員會)	December 2021
Shanghai Advanced Entity of Smart Security (上海市智慧安防先進集體)	/	Public Security Integrated Administration Committee Office of Shanghai Education System, Safety Production Leading Group Office of Shanghai Education Commission (上海市教育系統社會治安綜合治理委員會辦公室、上海市教委安全生產領導小組辦公室)	March 2021
Excellent Universities in the Comprehensive Evaluation of the Effectiveness of Domestic Waste Classification in Shanghai in 2020 (2020年度上海生活垃圾分類實效綜合考評優秀高校)	/	Leading Group Office for Facilitating the Classification and Reduction of Domestic Waste in Schools in Shanghai (上海市學校生活垃圾分類減量推進工作領導小組辦公室)	March 2021
2021–2024 Quality Management System Certification (Re-evaluation Pass) (2021–2024年質量管理體系認證(複評合格))	/	Shanghai Quality System Review Centre (上海質量體系審核中心)	May 2021
Advanced Poverty Alleviation Entity of China Democratic League (民盟脫貧攻堅先進集體)	/	Central Committee of China Democratic League (中國民主同盟中央委員會)	June 2021
Member Unit of Shanghai Federation of Modern Service Industry (上海現代服務業聯合會會員單位)	/	Shanghai Federation of Modern Service Industry (上海現代服務業聯合會)	August 2021
2017–2021 Advanced Social Service Entity of Shanghai Municipal Committee of China Democratic League (2017–2021年民盟上海市委社會服務工作先進集體)	/	Shanghai Municipal Committee of China Democratic League (中國民主同盟上海市委員會)	September 2021

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2. SUSTAINABLE DEVELOPMENT PLAN

2.1 FOURTEENTH FIVE-YEAR PLAN

This plan was formulated in accordance with the Outline of the Fourteenth Five-Year Plan for the National Economic and Social Development in Shanghai, the Education Modernisation in Shanghai by 2035, the Fourteenth Five-Year Plan for Educational Reform and Development in Shanghai, and the Plan for the Construction of a National Core Area for Pilot Integration of Industry and Education in Lingang New Area of China (Shanghai) Pilot Free Trade Zone. This plan will also serve as an important programmatic document in the formulation of sustainable development management policies and strategies by our Group.

I. *Goal of Development*

Fourteenth Five-Year Goal: Through integration, internationalisation and digitization strategies, we will strive to achieve a more enhanced application-oriented talent training system, more distinguished internationalised school operation, comprehensively improved quality of talent cultivation, further strengthened school operation at the end of the Fourteenth Five-Year Plan, thereby becoming a first-class private university in China.

II. *Positioning of Development*

- **Positioning in education level:** We will insist on the education positioning of a university of applied technology to carry out multi-level application-oriented higher education which is based on applied undergraduate education.
- **Positioning in talent cultivation:** We will insist on cultivating innovative, versatile and high-quality applied technical talents with international visions.
- **Positioning in service orientation:** We will keep a foothold in Lingang, integrate with Pudong, serve Shanghai and radiate the Yangtze River Delta.
- **Positioning in social role:** We will place emphasis on both environmental protection and social welfare with the sustainable development of mankind as the objective.

III. *Key Development Tasks*

- Constructing a green campus and office
- Safeguarding health and safety of staff and students
- Constructing a smart campus
- Improving overall quality of students
- Promoting international cooperation and industry-education integration
- Advancing community development and participating in charity
- Compliance operation
- Establishing a reasonable HR management mechanism

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

3. SUSTAINABLE DEVELOPMENT GOVERNANCE

STATEMENT OF THE BOARD

Our Group has established a sustainable development governance structure to strengthen our management of sustainable development. The Board is responsible for the overall supervision of the sustainable development of our Group, and conducts regular discussion, review and check on our Group's management approach, strategies, risks, performance and progress in respect of environmental, social and governance aspects. In order to exert the effectiveness of sustainable development governance effectively, the Board has allowed our Group to set up an Environmental, Social and Governance Working Group and authorised it to supervise and promote the implementation of various environmental, social and governance issues. Under the authority of the Board, the Environmental, Social and Governance Working Group will consider the opinions collected during the communication with various stakeholders and the results of the materiality assessment when formulating the environmental, social and governance management approach and strategies, to determine our Group's sustainable development focus and priorities, and submit the same for approval and confirmation by the Board. In the future, we will review the progress based on our Group's goals relating to environment, society and governance to monitor and improve the work of sustainable development.

3.1 ORGANISATION STRUCTURE

Our Group's sustainable development governance structure is built on good corporate governance and strict ethical standards.



I. Board

The Board listens to material issues of sustainable development reported by the Environmental, Social and Governance Working Group and fulfilment progress of relevant targets at the Board meeting and monitors the performance and progress of our Group's sustainable development. The Board is also responsible for monitoring our risk management, regularly identifying and analysing various risks in business operations, and reviewing management procedures, and keeping the summary in the enterprise risk register for review by the Audit Committee.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

II. Environmental, Social and Governance Working Group

Our Group's Environmental, Social and Governance Working Group is chaired by our deputy chief executive officer, Mr. Wang Bangyong. Other members comprise our senior management and middle level management from departments to ensure employees with different backgrounds and varying levels of expertise, seniority and business functions are incorporated. We have developed a rational performance assessment system to actively encourage our employees to take part in our Group's sustainable development initiatives.

The Environmental, Social and Governance Working Group reports relevant material sustainable development matters to the Board on a regular basis via the chairman, and also reviews the fulfilment of our Group's performance in terms of our goals relating to environment, society and governance and the feasibility of the sustainable development initiatives that have been recommended by the person-in-charge of each functional department via the Sustainable Development Communication and Engagement Committee.

III. Sustainable Development Communication and Engagement Committee

The Sustainable Development Communication and Engagement Committee is responsible for identifying and prioritising the communication and engagement plans relating to environment, society and governance and overseeing the implementation thereof. Members of the Sustainable Development Communication and Engagement Committee are composed of representatives from different departments within our Group.

3.2 BUSINESS INTEGRATION AND BUDGETING

In addition, our Group has integrated sustainable development initiatives into the decision-making at functional level of Shanghai Jian Qiao University Co., Ltd. under our Group. The logistics and security office, assets management office and other departments of our Group have also incorporated sustainable development strategy into their annual budgets, for which the Board is willing to provide funds and resources to the Environmental, Social and Governance Working Group, and submitted proposed budget allocations to the Environmental, Social and Governance Working Group via the Sustainable Development Communication and Engagement Committee.

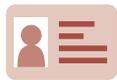
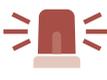
3.3 RISK MANAGEMENT

In 2021, we conducted a “top-down, bottom-up and all levels combined” risk identification exercise, as led by the quality and planning office of our University and facilitated by an external consultant. By doing this, new risk areas were identified for further consideration and evaluation of their impacts on our business, whilst existing risks were also analysed from a new perspective.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

3.4 CORPORATE SUSTAINABLE DEVELOPMENT POLICY

In addition to extensive development of our education cause, our Group also actively fulfils its corporate social responsibilities. During the Reporting Period, as guided by the Fourteenth Five-Year Plan, we have improved and published the Corporate Sustainable Development Policy to guide our Group's business operations.

 Corporate Sustainable Development Policy	 Internal Control Manual for Risks to Anti-corruption Governance	 Various Health and Safety Management Measures	 School Information Security Management Measures
 Patent Management Measures	 Management Measures for Students' Assessment on Teachers	 Administrative Measures for Handling Opinions and Complaints	 Supplier Management Procedures
 Various Management Measures on Human Resources	 Various Implementation Measures on Teachers' Trainings	 Various Implementation Measures on Energy Saving and Emissions Reduction	 Safety Management Rules on Prevention of Flood and Typhoon

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

3.5 STAKEHOLDER ENGAGEMENT

It is an integral part of our daily operations to communicate with various stakeholders and promote their participation in sustainable development governance. Our Group regularly engages with its stakeholders in appropriate ways so that we can understand their expectations and demands and actively respond to their concerns through our operations in respect of the environment, society and governance. Stakeholder groups and their methods of engagement are as follows:



Shareholders/investors

- Annual general meeting and other general meetings
- Interim and annual reports
- Corporate communication
- Results announcement
- Shareholder visit programmes
- Investor meetings
- Environmental, social and governance meetings



Business partners

- Strategic cooperation projects
- Exchange activities
- Meetings
- Visits



Communities and nongovernmental organisations

- Community activities
- Volunteer activities
- Donations
- Education funds/scholarships
- Seminars/lectures/workshops
- Meetings



Suppliers

- Supplier management procedures
- Supplier/contractor appraisal system
- Field inspections
- Meetings



Students and parents

- Feedback in class
- Satisfaction questionnaire
- Regular visits
- Parent meetings
- Online platforms
- Phone calls and mailboxes



Teachers and other employees

- Survey on employees' views (forms and suggestion boxes)
- Work performance appraisals and interviews
- Group discussions
- Meetings and interviews
- Seminars/workshops/lectures
- Volunteer activities



Governments and regulators

- Meetings
- Consultations
- Lectures



Public

- School website
- School activities
- Media reports
- WeChat official accounts



Alumni

- School website
- School alumni activities
- Media reports



Industry associations

- Organisation of industry activities
- Consultations
- Lectures
- School visits

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

3.6 MATERIALITY ASSESSMENT AND ANALYSIS

I. *Material Issues on Sustainable Development*

For the purposes of our Group and our Report, materiality is defined as any factor that has a present or future impact on our ability to achieve our sustainable development vision. We have conducted a materiality assessment to identify the most material ESG issues while maintaining regular communications with our stakeholders. The steps of our materiality assessment during the Reporting Period are as follows:

1. Identifying key stakeholders and material ESG issues

- We identified our key stakeholders and 36 material ESG issues through consultation with our external consultant and analysis of business operations, development strategies and plannings

2. Stakeholder engagement

- In 2021, we conducted online questionnaires, interviews and communications with over 150 stakeholders to understand their concerns and expectations on our Group in respect of the environment, society and governance

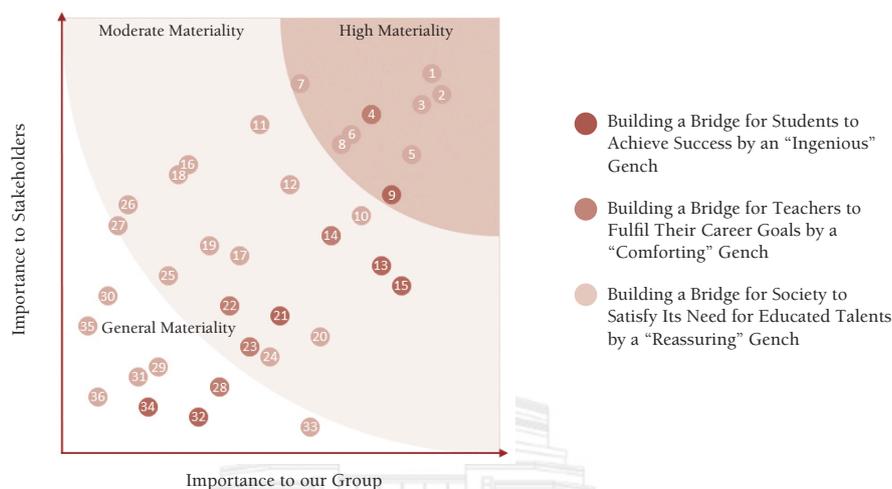
3. Ranking material ESG issues

- By quantitative analysis and prioritising of various ESG issues shown in the results of surveys on our stakeholders, we identified 9 issues of high materiality, 18 issues of moderate materiality and 9 issues of general materiality

4. Confirmation by the management of our Group

- The analysis results of material ESG issues were submitted to the Board of our Group for discussions on the demands highly concerned by our stakeholders and adjustments to our sustainable development strategies and management policies as appropriate. Meanwhile, other types of issues of stakeholders' concern are fed back to the Board of the Group to raise the Group's attention to other sustainable development issues closely related to stakeholders

II. *Materiality Matrix for ESG Issues*



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ESG issues of high materiality		Responding sections
1	Pandemic-related control measures	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
2	Real-time update on emergency response plan	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
3	Health and safety assurance for students	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
4	Nurturing virtues of teachers	Building a Bridge for Teachers to Fulfil Their Career Goals by a “Comforting” Gench
5	Health and safety assurance for staff	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
6	Testing and assessment results	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
7	Anti-pandemic inspections in office areas	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
8	Environmental education on staff and students	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
9	Educational philosophy and goal	Building a Bridge for Students to Achieve Success by an “Ingenious” Gench

ESG issues of moderate materiality		Responding sections
10	Compliant operation and integrity	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
11	Staff support and assistance	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
12	Protection of student and parent privacy	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
13	Employment rate of graduates	Building a Bridge for Students to Achieve Success by an “Ingenious” Gench
14	Teaching team management	Building a Bridge for Teachers to Fulfil Their Career Goals by a “Comforting” Gench
15	Teaching quality control and management	Building a Bridge for Students to Achieve Success by an “Ingenious” Gench
16	Care for community	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
17	Water consumption and efficiency	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
18	Mental health consultation and assistance	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
19	Green campus and office	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench

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ESG issues of moderate materiality		Responding sections
20	Protection of intellectual property rights	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
21	Teaching resources	Building a Bridge for Students to Achieve Success by an “Ingenious” Gench
22	Equal employment system	Building a Bridge for Teachers to Fulfil Their Career Goals by a “Comforting” Gench
23	Staff training and development	Building a Bridge for Teachers to Fulfil Their Career Goals by a “Comforting” Gench
24	Communication with students and parents and handling of complaints	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
25	Student satisfaction	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
26	Participation in public welfare and charity	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
27	Pollution and emission reduction	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench

ESG issues of general materiality		Responding sections
28	Employment interests and benefits	Building a Bridge for Teachers to Fulfil Their Career Goals by a “Comforting” Gench
29	Energy consumption and efficiency	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
30	Waste management	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
31	Greenhouse gas emissions and management	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
32	Innovative teaching and research system	Building a Bridge for Students to Achieve Success by an “Ingenious” Gench
33	Responsible procurement	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
34	Smart campus	Building a Bridge for Students to Achieve Success by an “Ingenious” Gench
35	Utilisation of resources and materials	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench
36	Combating climate change	Building a Bridge for Society to Satisfy Its Need for Educated Talents by a “Reassuring” Gench

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4. BUILDING A BRIDGE FOR STUDENTS TO ACHIEVE SUCCESS BY AN “INGENIOUS” GENCH

PRESENTATION OF HONOURS OF OUR STUDENTS

By virtue of our excellent educational philosophy and rich teaching resources, our students have won many honours and awards at national level, regional level and municipal level in 2021, and national level awards are as follows:

Name of award	Level of award	Organiser	Time of award
The 11th Session of MathorCup University Mathematical Modeling Challenge (第十一屆MathorCup高校數學建模挑戰賽)	Second prize	Chinese Society of Optimisation, Overall Planning and Economic Mathematics (中國優選法統籌法與經濟數學研究會)	May 2021
The 11th Session of National University Business Elite Challenge (第十一屆全國高校商業精英挑戰賽)	First prize in group category Second prize in group category	Business Industry Committee of China Council for the Promotion of International Trade (中國國際貿易促進委員會商業行業委員會)	May 2021
The 12th Session of “Blue Bridge Cup” National Software and Information Technology Professional Talent Competition (第十二屆「藍橋杯」全國軟件和信息技術專業人才大賽)	Third prize	Talent Exchange Centre of the Ministry of Industry and Information Technology (工業與信息化部人才交流中心)	May 2021
The 14th Session of National Social Practice and Technology Competition for College Students in respect of Energy Conservation and Emission Reduction (第十四屆全國大學生節能減排社會實踐與科技競賽)	First prize Second prize Third prize	Department of Higher Education Department of Ministry of Education (教育部高等教育司)	August 2021
National College Students Boxing Championships (全國大學生拳擊錦標賽)	Bronze prize (2) Fifth place Third place in group category	China University Sports Association, China Boxing Association (中國大學生體育協會、中國拳擊協會)	September 2021
The 9th Session of National University Digital Art Design Competition (第九屆全國高校數字藝術設計大賽)	First prizes (2) Second prize (2) Third prize (3)	Talent Exchange Centre of the Ministry of Industry and Information Technology (工業和信息化部人才交流中心)	September 2021

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Name of award	Level of competition	Level of award	Organiser	Time of award
The 7th Session of China International "Internet +" College Students Innovation and Entrepreneurship Competition (第七屆中國國際「互聯網+」大學生創新創業大賽)	National level	Bronze prize	Ministry of Education, United Front Work Department of the CPC Central Committee, Office of the Central Cyber Security and Information Commission, National Development and Reform Commission, Ministry of Industry and Information Technology, Ministry of Human Resources and Social Security, Ministry of Agriculture and Rural Affairs, Chinese Academy of Sciences, Chinese Academy of Engineering, China National Intellectual Property Administration, National Rural Revitalization Administration, Central Committee of the Communist Youth League, Jiangxi Provincial People's Government (教育部、中央統戰部、中央網絡安全和信息化委員會辦公室、國家發展改革委、工業和信息化部、人力資源社會保障部、農業農村部、中國科學院、中國工程院、國家知識產權局、國家鄉村振興局、共青團中央、江西省人民政府)	November 2021
The 4th Session of Intelligent Manufacturing Competition of China College Students Mechanical Engineering Innovation and Creativity Competition (中國大學生機械工程創新創意大賽第四屆智能製造大賽)	National level	First prize (2) Second prize (2) Third prize (1)	Chinese Mechanical Engineering Society (中國機械工程學會)	November 2021
2021 National College Students Mathematics Competition (2021年全國大學生數學競賽)	National level	Second prize (1) Third prize (7)	Chinese Mathematical Society (中國數學會)	December 2021

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4.1 EXCELLENT EDUCATIONAL PHILOSOPHY

The University takes “Thanksgiving, Return, Loving, Responsibility” as its motto, and “building bridges for students to achieve success, for teachers to fulfil their career goals, and for society to satisfy its need for educated talents (為學生建成才之橋，為教師建立業之橋，為社會建育人之橋)” as its mission. With the quality policy of “People-oriented, Moral Education Prioritised, Law-Abiding, Strict Management”, our University provides students with quality education centering on applied talent cultivation. Our University has implemented the Follow-up and Improvement Measures on Quality of Professional Cultivation. We centre on the target of applied talent cultivation to actively adapt to the needs of local economic development, and conduct broad market survey to determine demand in the job market. We strive to construct an “ability-based and results-oriented” talent cultivation model, continue to promote education and teaching reform and make more available paths and possibilities for student growth, thereby cultivating high-quality applied technical talents featured by “employment upon graduation, quick adaptability to positions and sustainable development” for the regional economic and social development.

Our University maintains a focus on applied undergraduate education, to cultivate high-quality applied technology specialists with good moral cultivation, solid theoretical foundation, strong practical ability, and innovative spirit and international vision who are engaged in the front-line work of production, construction, management and service. Relying on the industrial development and social development needs of Pudong New Area, especially the Lingang New Area, and focusing on key areas such as intelligent manufacturing, modern services, culture and creativity, we strive to establish 8 professional clusters which are closely connected to the Lingang industrial chain, including the intelligent manufacturing professional cluster, ICT professional cluster, finance/trade/logistics professional cluster, leisure service professional cluster, aviation service professional cluster, jewelry/new media and creative design professional cluster, applied foreign language professional cluster and modern livelihood service professional cluster.

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Our University takes the initiative to adapt to the national opening-up strategy, and actively promotes the international education to broaden the students' international horizons. We are the first private university in Shanghai to obtain the admission qualification for international students, and are also listed as a university supported by Shanghai government scholarship for international students. We have developed close cooperation and exchanges with many overseas universities, covering business, mechatronics, information, art, design, jewelry, language and other professional fields. Moreover, our University has formulated relevant management measures to ensure the orderly progress of all programmes with remarkable results, and has formed a relatively vivid and active atmosphere of international exchange and cooperation.

In the year 2021, which was the first year of the Fourteenth Five-Year Plan of the University, we were committed to consolidating the basis of improving the quality of teaching and focusing on the quality of talent development. It is mainly reflected in the following aspects:

I. Carrying out teaching festival activities and establishing the centre position of teaching

From 12 May to 17 June 2021, we held the fourth "Teaching Festival", which aimed to strengthen the connotation of curriculum, improve the level of connotation development, and consolidate the centre position of teaching. During the Teaching Festival, 5 major school-level activities were organised, including the Thirteenth Five-Year Talent Training Achievement Exhibition, Progress of Talent Training Plan under the Fourteenth Five-Year Plan, Teacher Education and Teaching Skills Display and series of Experience Exchange Activities, series of Majors Construction and Curriculum Construction Activities, Innovation and Entrepreneurship Base Opening Ceremony, and Innovation and Entrepreneurship Mentor Appointment Ceremony, and a joint exhibition of outstanding student works from three colleges (the College of Art Design, the College of Jewelry, and the International Design College). A total of 75 activities were held by the colleges.

II. Optimising the layout and structure of disciplines, and making concrete efforts in the application and construction

In 2021, on the basis of maintaining the original historical continuity of the major and the integrity of the traditional structure, we took a foothold in Pudong, integrated with Lingang, and integrated the structure of majors of the University based on the needs of local economic development. During the year, the establishment of a new major was approved: Intelligent Manufacturing Engineering (080213T). At the same time, we actively organised and applied for first-class undergraduate majors and first-class undergraduate courses. After on-campus cultivation and evaluation by experts, in 2021, a total of 4 majors of the University were selected as the 2020 Shanghai First-Class Undergraduate major development sites, and the number of provincial first-class undergraduate major development sites was increased to 6. 3 courses were recognized as the 2020 Shanghai First-Class Undergraduate Program, and 4 courses were recognized as the 2021 Shanghai First-Class Undergraduate Program.

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III. Vigorously promoting the “Industry-Education Integration” project

In September 2021, the “Digital Intelligence Manufacturing” Industrial College of our University was approved as one of the first batch of key modern industrial colleges in Shanghai. During the year, the “integrated circuit design, packaging and testing” industry-education integration base jointly built by us and Shanghai Nanlin Integrated Circuit Co., Ltd. was signed as a school-enterprise collaboration project. We also cooperated with Shanghai Industrial Automation Instrumentation Research Institute to set up “Shanghai Jian Qiao University — Intelligent System and Operation and Maintenance Technology R&D Centre of Shanghai Industrial Automation Instrumentation Research Institute” to complete the project with the best solution and the best scientific research capability. In November, our University was awarded the license of the first batch of industry-education bases in Lingang New Area, making it the only private school among the first batch of 9 units.

IV. Steadily advancing majors certification work

We actively promoted professional certification work as a starting point to enhance the quality of talent training, and deepened the OBE concept of “student-centered, result-oriented, continuous improvement” into discipline construction and curriculum construction, and constantly consolidated the quality of talent training. We invited experts to conduct certification training, selected teachers to participate in certification training, and organised to submit professional learning certification standards and requirements. During the year, advertising major of our University has been accepted by the Yangtze River Delta New Liberal Arts Certification Alliance. Experts are scheduled to visit the University in 2022 to conduct review.

V. Building new laboratories and smart classrooms to improve practical teaching conditions

Utilizing the government’s special support funds, we had built 7 laboratories including “art and technology practice studio” and “dust-free workshop for integrated circuit”. In addition, after communication and discussion for a period of half a year, as a component of the smart campus in the Fourteenth Five-Year Plan, the Smart Fusion Classroom (Huawei Smart Classroom) has entered the construction preparation stage and will be put into use in the new semester.

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4.2 RICH TEACHING RESOURCES

Our University has a site area of 533,000 sq.m., with a constructed gross floor area of approximately 424,000 sq.m. It has (i) 173 multimedia classrooms, 18 voice classrooms and a high-quality recording classroom; (ii) nine experimental centres including economic and trade management experimental centre, mechanical and electronic engineering experimental centre, language experimental centre, journalism and communications experimental centre, information technology experimental centre, art creation and design centre, gemology experimental centre, nursing experimental training centre and university computing centre, and 174 different laboratories; (iii) a large integrated gymnasium, a track field, a football field, a basketball court, a tennis court, a volleyball court, a golf practicing area and so on. Through years of construction, our University has achieved full wireless network coverage, and has successively built informatisation platforms, such as scientific research management information system, personnel management system, teaching management system, library management system, student management system, card management system and logistics service system, to build a digital campus. The library has a collection of approximately 1.66 million printed books and 380,000 e-books with 60 various databases.

Our University has 14 colleges, including the Business College, the College of Mechanical and Electronic Engineering, the College of Journalism and Communications, the College of Art Design, the College of Information Technology, the College of Foreign Languages, the Vocational College, the College of Jewelry, the International Design College, the School of Marxism, the College of Health Management, the College of International Education, the College of Education, and the College of Innovation and Entrepreneurship.

Meanwhile, the University has a team of teachers with appropriate scale, reasonable structure, high quality and student satisfaction, which provides a strong guarantee for undergraduate teaching and the cultivation of applied talents.

4.3 STRICT QUALITY MANAGEMENT

The construction of the quality assurance system is the key to the cultivation of talents in colleges and universities. As such, the Group has always taken quality construction as an important support to achieve endogenous development, and has comprehensively implemented the ISO9001 quality management system as certified by Shanghai Audit Centre of Quality System.

Under the ISO9001 quality management system framework, our University has established an effective teaching quality assurance system and formulated quality standards for all aspects of teaching and the important principles of the quality management system. We further interpreted the process-based management — PDCA as a management mechanism of ex-ante prevention, progress monitoring and post feedback for improvement, forming a mechanism of self-discovery, self-correction and self-improvement. Our University has built a quality assurance system for undergraduate teaching with university-college multi-departmental collaboration and deep involvement of third-party assessment. According to the process of “standard — implementation — checking — evaluation — feedback — improvement”, our University has gradually formed a multi-level and multi-dimensional cycling quality monitoring system to ensure the quality of every aspect of talent cultivation through various efforts, such as Excellent Gench Programme (卓越建橋計劃), Second-class College KPI Management Examination, internal/external review of professional standard assessments, Mycos third-party research, internal/external teaching supervision, classroom observation by middle management, student information feedback, identification and handling of teaching liability accidents, etc.

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4.4 OPEN FOREIGN EXCHANGE

During the year, the University carried out foreign exchanges through various modes, and was committed to strengthening international exchanges and cooperation and improving the global quality of our students.

I. Launching the first batch of global quality experimental classes

In order to cultivate talents that meet the urgent needs of regional economic and social development, the University has opened the first batch of global quality experimental classes, adopted Chinese and English bilingual teaching, and engaged 10 instructors with overseas study backgrounds to conduct teaching evaluations. Class visit during the course of teaching by each teacher was conducted on a random basis, while students from relevant groups were organised to conduct researches and discussions. It not only helped students master foreign language skills, but also encouraged students to use language as a link to explore the historical and cultural backgrounds of different languages, to think and act from a global perspective, and to have a deeper understanding of the world's cultural diversity. Through this project, the University organised outstanding students of the global quality experimental class to participate in the first FDG²IO Course “Empowering Young Talents” international competency training program of Fudan University, and a total of 8 students obtained completion certificates. During the same period, outstanding students were organised to participate in the 2nd International Organisation Reserve Talent Training Camp of Tongji University, and 10 students have obtained completion certificates.

II. Launching the first online Go class

With the strong support of the Shanghai Municipal Education Commission and the European Go Federation, the University made significant efforts in coping with the pandemic. During the year, the Shanghai Summer School Chinese Go Class was held online for the first time. Through the European Go Federation, 21 students from 14 countries, including France, the United States, and the United Kingdom, etc., were recruited. The professional teachers were led by the former coach of the French Go team and the head of the international department of the well-known Go field in China, who have formulated a detailed teaching plan. In order to fully guarantee the quality of teaching, each student group was assigned an assistant coach to conduct one-on-one targeted counseling, which has been well received. This online Chinese Go class broke through the limitations of time and space, brought together Go enthusiasts from all over the world, promoted the development of Go cultural exchanges, and further promoted the application and construction of the University's Go major.

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III. Improving the energy level of international cooperation projects

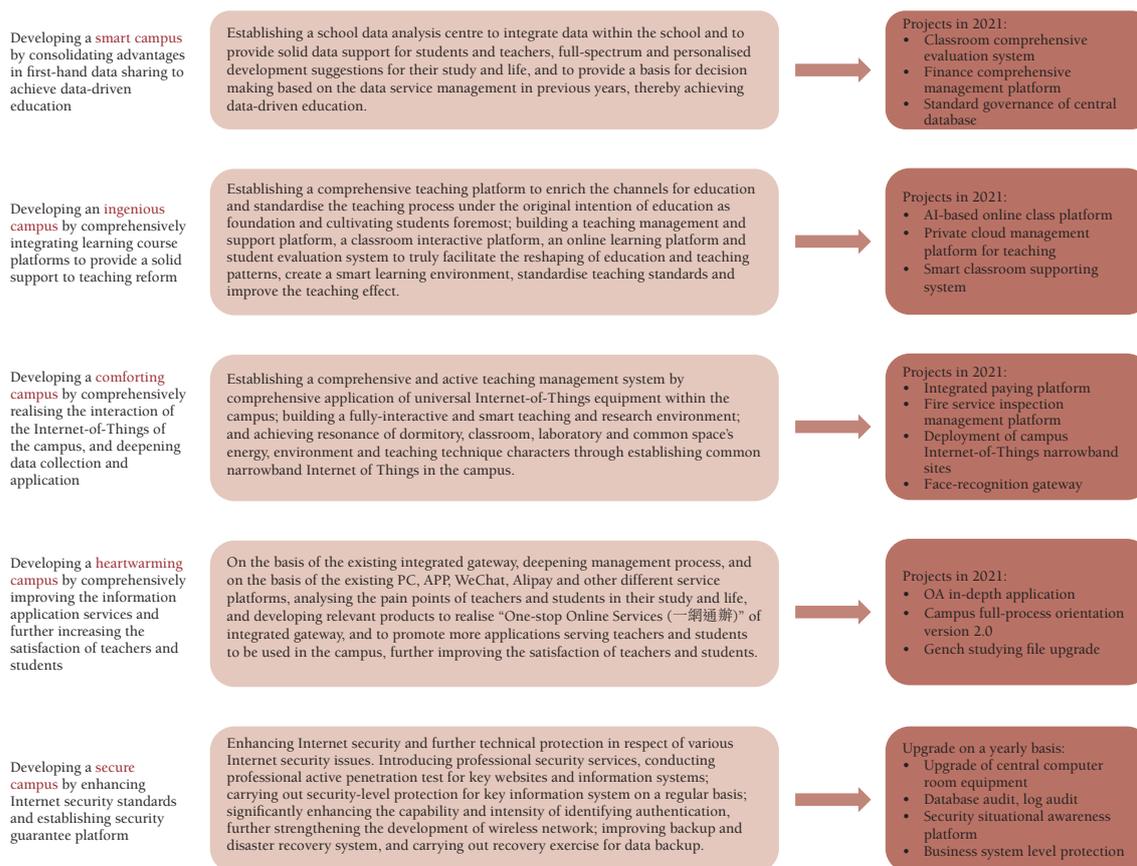
Taking the College of International Education as an innovation test field, the University promotes international exchanges and cooperation as a whole, improves quality and efficiency, upgrades levels, expands the cooperation of majors and projects, and actively and steadily promotes the implementation of high-quality projects in collaboration with premium foreign colleges and universities.

4.5 CAMPUS INFORMATISATION CONSTRUCTION

The Group gradually realised the in-depth integration of information technology and whole education and teaching process and the in-depth integration of school management and whole decision-making process, and formed an information system in line with its development goal.

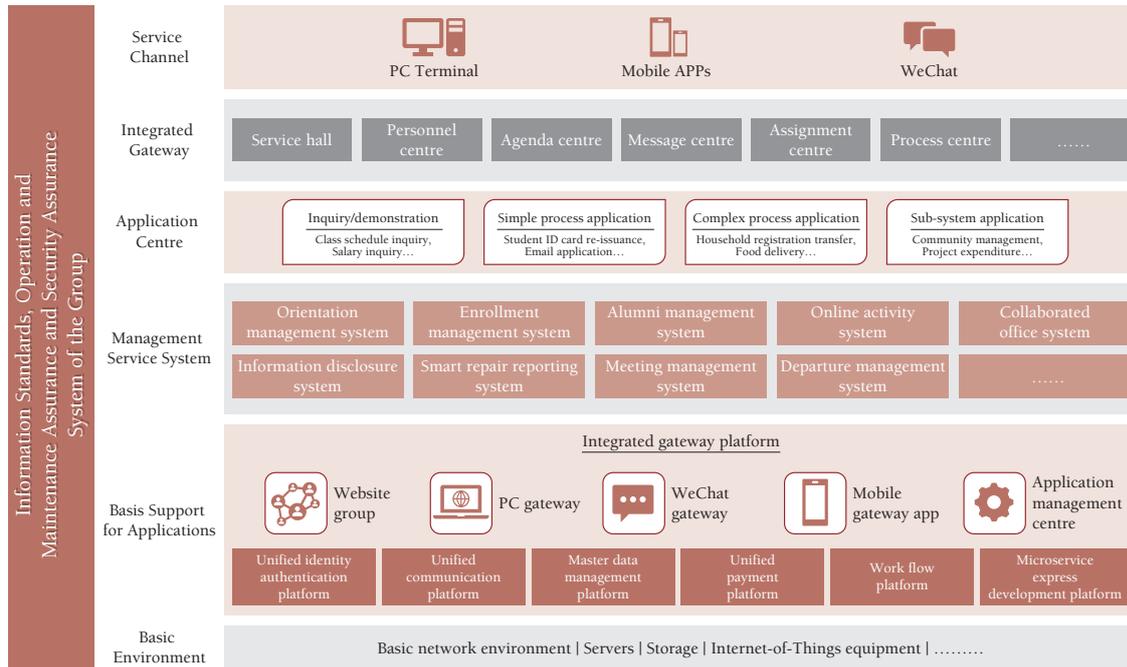
I. Specific Measures

Through the construction of the “Five Hearts” smart campus, reshaping the concept of space, achieving the real-time interaction between offline and online virtual spaces; reshaping the concept of time, offering lifelong education services for staff and students; reshaping the concept of geology, integrating on-campus and off-campus teaching services; reshaping the concept of functions, adhering to people-centred business integration.



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II. Results of Construction



Overall Informatisation Construction Framework of Our Group

(1) Establishment of a Service-oriented Platform

The Group is committed to the provision of seamless services through informatisation. In particular, it has provided employees and students with comprehensive, multi-end and one-stop personalised service experience by way of light applications, including WeChat, APP, Alipay and PC terminal. Employees and students may proceed with finance, teaching, scientific research, student work, logistics and other business online as shown in the pictures below.



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(2) Modernization of Governance System and Governance Capability

Through the optimisation of process and applications, we integrate human, financial, material and data management, reach full potential in terms of the efficiency of data analysis and governance, and support the management reform of the Group. We strengthen business integration to realise the interconnection among administrative functions, educational affairs functions, student management functions, colleges and departments. Management systems optimised during year included the comprehensive information management system for faculty and staff, the Excellent Gench Programme management and assessment system, and the student documentation management system, etc..

(3) Data Collection and Analysis

With financial management system and asset management system at the core, and supported by human resources management system, student management system, teaching management system and scientific research management system, the Group has focused on establishing a comprehensive teacher appraisal system, school teaching status database and comprehensive school decision-making system. The sharing database and each business system data enables to reflect the working process and performance of employees in a timely manner, and conduct a comprehensive evaluation on basic qualities, duty performance and work performance of the employees. Meanwhile, the Group has built its data prediction ability based on the cyclicity of historical data, predicting the future and making corresponding proposals in advance, to provide solid data support for management decision-making.

III. Distinctive Work

With the further development of education informatisation 2.0, the education informatisation is facing higher demand in its position in respect of the Group's development and more challenges. The approach to improving the informatisation literacy of staff and students has become one of the issues in the informatisation construction of our Group. In 2021, the Information Office carried out training and publicity activities through the "Information System Operation Guide on Campus" and video clips in associated with informatisation, so that our staff and students can have a more comprehensive and more direct understanding of the informatisation services we provide, thus further improving the information literacy of our staff and students.

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5. BUILDING A BRIDGE FOR TEACHERS TO FULFIL THEIR CAREER GOALS BY A “COMFORTING” GENCH

Honours of Teachers

Under our Group’s rigorous employment standards, the considerate care and comprehensive training system we provide have stimulated employees’ enthusiasm for work and enhanced their work abilities, which enables our employees to win numerous honours and awards every year. The major national level honours received by the staff of our Group in 2021 are set out in the table below:

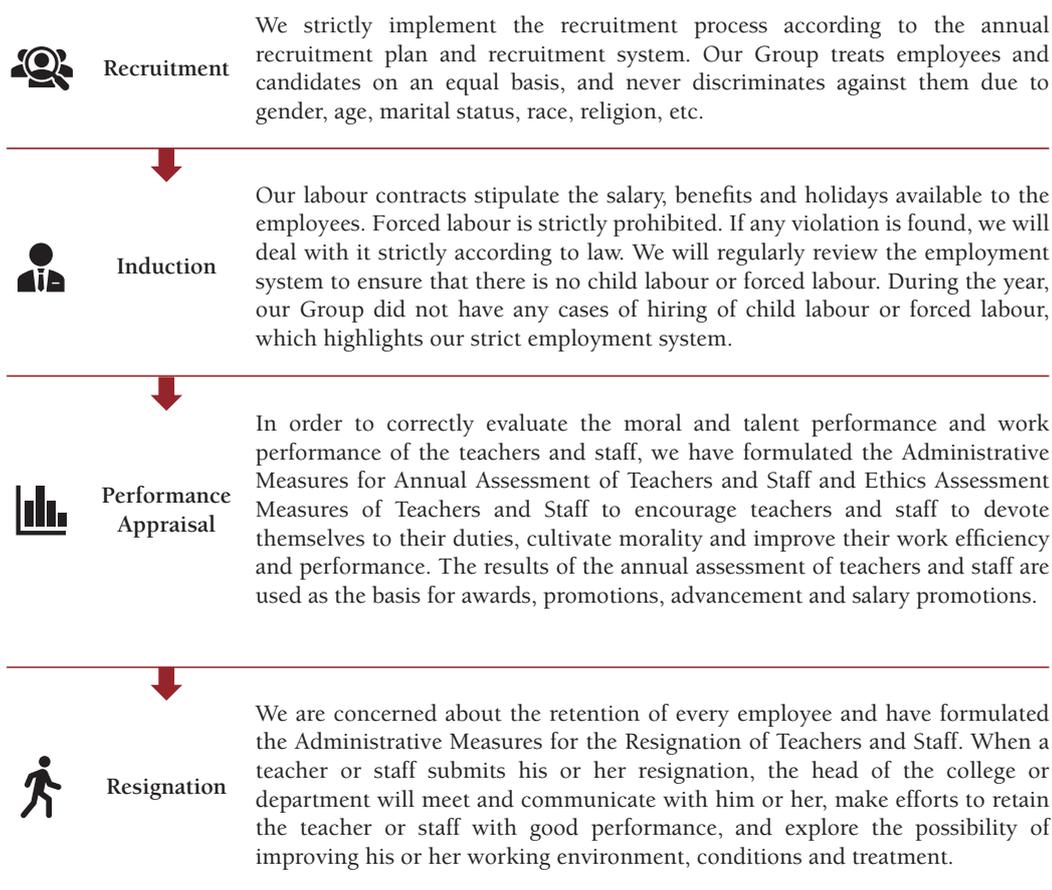
Name of award	Name of teacher	Awarding unit	Time of award
2021 national second prize in the “Teaching Star” final organised by Foreign Language Teaching and Research Press	Wang Ying, Xu Mengni, Huang Zheng, Shi Jinghua, Jin Yan	National Research Centre for Foreign Language Education of Beijing Foreign Studies University, Foreign Language Teaching and Research Press, and others	June 2021
2021 Outstanding Case Award for Distance and Continuing Education in Chinese Universities (2021中國高校遠程與繼續教育優秀案例獎)	Cao Jun	National College Modern Distance Education Collaborative Group (全國高校現代遠程教育協作組), CEDU Media	October 2021
The third prize of the 3rd Session of National University Hybrid Teaching Design Innovation Competition (第三屆全國高校混合式教學設計創新大賽三等獎)	Fei Zhijie	Education Commission of the PRC	November 2021
Excellence Prize of the 3rd Session of National University Hybrid Teaching Design Innovation Competition (第三屆全國高校混合式教學設計創新大賽優勝獎)	Gu Wei, Tian Tian	Education Commission of the PRC	November 2021

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5.1 STRINGENT EMPLOYMENT STANDARDS

Our Group strictly abides by the Labour Contract Law of the People's Republic of China, Management of Labour Work and Personnel in Shanghai, Provisions on the Prohibition of Using Child Labour and other relevant laws and regulations that have a significant impact on us and are related to compensation and dismissal, recruitment and promotion, working hours, leaves and holidays, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. We have established a comprehensive employment management system with a range of employment-related system documents including Human Resources Management Procedures, Administrative Measures for Recruitment of Teachers and Staff, Administrative Measures for Annual Assessment of Teachers and Staff and Administrative Measures for Attendance of Teachers and Staff. The Human Resources Management Procedures regulates a complete employment management system, including human resources planning, recruitment and employment, promotion, attendance and appraisal, training and development, remuneration and rewards and punishment, and resignation. System documents, such as the Administrative Measures for Attendance of Teachers and Staff and Principles on Schedule Arrangement and Implementation Measures, regulate the working hours and vacations of teachers and staff.

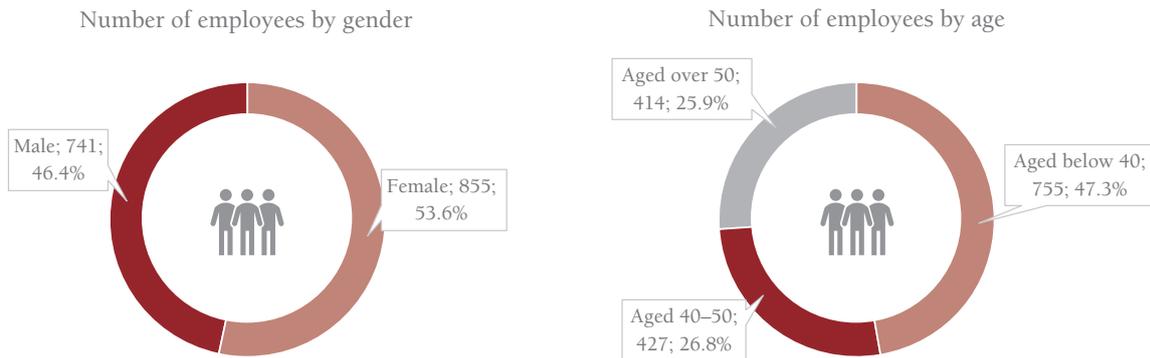
Overview of Employment Process:



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Overview of Employees in 2021:

As of December 2021, the Group has a total of 1,596 employees. We highly value senior talents, as their valuable experience can enrich the qualifications of our staff team. In addition, we attach great importance to the diversification of our employees. The distribution of employees in different age groups and genders are shown in the figure below:



5.2 CONSIDERATE CARE FOR STAFF

Employees are valuable assets to our Group in maintaining a quality education. In order to improve the performance oriented remuneration system and enhance the motivation of the staff, in addition to the statutory five insurances and housing fund, we set up the “Charity Fund of Jian Qiao University” in September 2007, providing financial assistance to teachers and staff with serious illnesses and financial hardships, to reflect the care of our Group for teachers and staff and tide teachers and staff over financial hardships. In addition, we subsidise the premiums for each teacher and staff member who participates in supplemental medical insurance.

Our employees are entitled to sick leave, medical leave, wedding leave, bereavement leave, family leave, maternity leave, paternity leave, nursing leave for late childbirth and other leaves. In order to be sensitive to the needs of working mothers, female staff members with children under the age of one year are entitled to two breastfeeding breaks per day. In addition, to help our staff recuperate physically and mentally, each eligible staff member is entitled to a one-time subsidy of RMB2,000 during the Reporting Period.

The Group organises the Badminton Association, Table Tennis Association, Walking Association, Chorus Association, Basketball Association, Football Association, SJQU-Gench Fashion Association and other cultural and sports associations to enrich the lives of our teachers and staff. In addition, we organise a number of festivals and recreational activities for our staff, such as New Year’s parties for teachers and staff, staff sports meeting, flower arrangement activity, baking activity, mental health lectures (consulting), legal consultations, photography competitions, talent show activities, youth friendship and other activities to increase the sense of belonging, happiness and cohesion of employees.

5.3 WELL-ESTABLISHED TRAINING SYSTEM

We have established a comprehensive training system in accordance with the Fourteenth Five-Year Plan for Teacher Development to provide appropriate training for teachers at different stages of development, to improve their professional level.

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We have established corresponding in-service training and incentive policies for young and middle-aged core teachers, and formulated the Administrative Measures for the Implementation of Further Education Training for Teachers and Staff, the Measures for the Implementation of Domestic Visiting Scholar Programme for Young Teachers, the Measures for the Implementation of Overseas Visiting Scholar Programme for Teachers, the Measures for the Implementation of Industry-university-research Practice Programme for Teachers, the Measures for the Implementation of “Development Grant Programme for Young University Teacher in Shanghai” and On-the-job PhD Management Measures to comprehensively strengthen the establishment of various talent teams. The specific training mechanism of our University is as follows:

I. ENHANCED TRAINING FOR NEW TEACHERS AND STAFF

The trainings are classified into three stages: basic teaching skills training, Gench characteristic teaching training, and teacher ethics and school rules training.

II. MENTORSHIP MECHANISM FOR YOUNG TEACHERS

Every new young teacher is assigned middle-aged or elderly teachers with good ideological quality, high academic level and rich teaching experience as a mentor, and a practical training plan is formulated to promote their access to new post and improve their teaching concepts and professional skills and teach and assist students in a right way.

III. MULTI-LEVEL AND MULTI-TYPE TEACHER TRAINING SYSTEM

(1) Professional development projects for teachers: domestic visiting scholar programme, overseas visiting scholar programme and industry-university-research practice in enterprises

- Selecting and sending excellent teachers to be visiting scholars in high level and distinctive universities at home and abroad, so that they can keep abreast of and track the domestic and overseas educational concepts, teaching contents, teaching methods, teaching management, as well as academic cutting-edge trends and development tendency, so as to improve their teaching and research abilities and academic level as soon as possible
- Encouraging teachers to participate in research and development, work or internship in enterprises, design institutes, research institutes and other units through various forms, so that under the guidance of relevant business experts, they enhance their professional practice ability, keep track of the industry trends and development tendency

(2) Doctoral education project

- Our University provides financial support for teachers to study for doctoral degrees, creates a sound working and learning environment for doctoral candidate teachers, and provides academic leave for doctoral candidate teachers in order to give them sufficient time to complete their studies. Meanwhile, we also hold doctoral symposiums to understand the difficulties encountered by doctoral candidate teachers and provide targeted assistance to help them successfully complete their studies

(3) Teaching ability improvement project

- Our University has established a teaching development centre, and a special institution responsible for the improvement of teaching ability and laid emphasis on teachers’ sustainable professional development

(4) Development Grant Programme for Young University Teacher

- Our University implements the “Development Grant Programme for Young University Teacher in Shanghai”, which mainly provides financial assistance to eligible young teachers, to carry out teaching and research initiation work. The grant is RMB40,000 to RMB50,000

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IV. ESTABLISHING “PROFESSIONAL DEVELOPMENT GROUPS FOR TEACHERS”

Our University has established special professional development groups for teachers focusing on teaching reform, discipline development and personal development to enable teachers help each other, create synergy and develop in teams.

V. REVISING THE MEASURES FOR THE EVALUATION OF PROFESSIONAL AND TECHNICAL POSTS TO FACILITATE THE PROMOTION OF TEACHERS' TITLES

According to the title reviewers of the Education Commission, in light of the actual condition of our school, our school has revised the Measures for the Evaluation of Professional and Technical Posts to create a fair and open environment for teachers to promote their professional titles, strengthen the assessment of teacher ethics and teaching ability, and added certain levels of teaching awards, excellent teaching materials, teaching team awards and other awards, which is more conducive to the development of teachers' careers.

In 2021, the employees of the Group participated in various internal and external trainings throughout the year, including online and offline trainings, totalling 86,203 hours. The major contents are:

(1) Training for strengthening teachers' ethics

Taking the typical cases of violations of the Ten Standards of Teachers' Professional Behaviour publicly disclosed on the website of the Ministry of Education as negative examples, the Group classified the violations of teachers' ethics and the outcomes of violations, and guided teachers to learn from therein.

(2) Business capability training

Based on the positions and development stages of employees, the Group organised double-position training, administrative staff training, teacher mental health knowledge and capacity improvement training, new faculty training, department head training, teaching secretary training, tutor training, online and offline mixed teaching cum municipal first-class undergraduate course sharing, course-related ideological and political capacity training, teaching competition training, online teaching platform training, engineering education professional certificate training, discipline inspection personnel training, middle-level cadre centre group learning and other projects.

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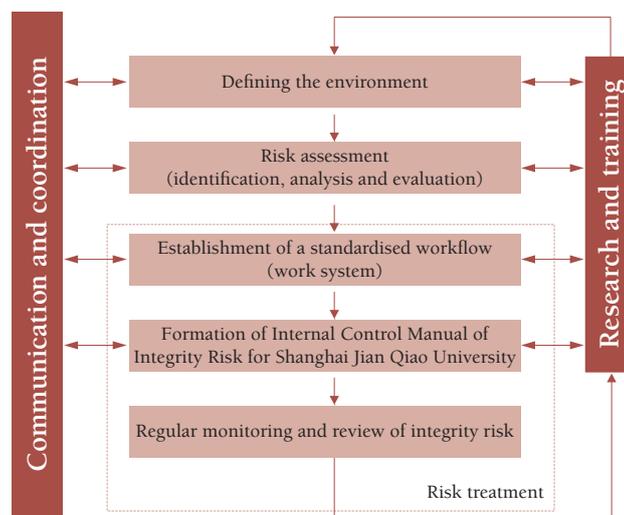
6. BUILDING A BRIDGE FOR SOCIETY TO SATISFY ITS NEED FOR EDUCATED TALENTS BY A “REASSURING” GENCH

We strictly abide by laws and regulations, strive to operate with integrity and compliance, protect health and safety in the campus, information and privacy security and intellectual properties. We value the opinions and communication of students and parents, implement responsible supply chain management to establish an environmentally-friendly campus, practise philanthropy and endeavour to fight against the pandemic in light of the COVID-19 pandemic in 2021. The implementation of these effective measures lays a great foundation to ensure the steady development of our business.

6.1 ROBUST COMPLIANCE OPERATION

1. Integrity Supervision

Our Group adheres to clean and compliant operations, strict compliance with the Criminal Law of the People’s Republic of China, Anti-Money Laundering Law of the People’s Republic of China, Guidelines for Integrity and Self-discipline of the Communist Party of China, the Guidance on Strengthening Integrity Risk Prevention and Control and other relevant Chinese laws, regulations and guidelines that have a significant impact on us and are related to the prevention of bribery, extortion, fraud and money laundering. In order to build an integrity and compliance culture for the whole Group, we have carried out the project of Construction of Integrity Risk Prevention and Control System of Shanghai Jian Qiao University, introducing risk management theory and modern quality management methods into our integrity risk prevention and control system, to control and supervise in power operation process. We have formulated Internal Control Manual of Integrity Risk for Shanghai Jian Qiao University, which divided our integrity risk internal control into school-level and business-level, and established the implementation flow chart of integrity risk project to effectively fight against fraud, corruption and abuse of power. We also formulated the Compilation Document of Integrity Risk Prevention and Control Related System for Shanghai Jian Qiao University, which is a compilation of all the system documents related to integrity risk prevention and control as a normative guideline for all teachers and staff to promote integrity in their daily business operations. In terms of mechanism construction, we implement the ISO9001 quality management system, allowing the integrity risk prevention and control system to be properly implemented.



Implementation flow chart of integrity risk project

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In 2021, the discipline inspection and supervision work of the Group, under the correct leadership of the superior discipline inspection and supervision organs, has further strengthened the supervision responsibility of the Disciplinary Committee and the construction of the anti-corruption risk prevention and control system, which provided a strong guarantee for the overall development of the Group:

- (1) Focusing on strengthening the theoretical study and research on the prevention and control of integrity risk. During the year, 4 experts in the area of discipline inspection were invited to give lectures and strengthen the performance of duties by each discipline inspection department; meanwhile, in order to learn the power operation and discipline inspection and supervision of private colleges and universities, the Group organised relevant departments to go to other colleges and universities for study and inspection.
- (2) Strengthening the construction of a integrity risk prevention and control system. In 2021, the Group integrated the integrity risk prevention and control into its business and management process, and realized the mutual promotion and the coordinated development of integrity risk prevention and other tasks. It has successively issued, among others, the Implementation Opinions on Strengthening the Prevention and Control of Integrity Risk and the Notice on Establishing a Leading Group for the Prevention and Control of Integrity Risk, initially explored a set of anti-corruption risk prevention and control framework mechanism based on publicity of integrity risk prevention and control, confirming integrity risk points (40 risk points), assessing risk levels, formulating prevention and control measures (40 flowcharts), strengthening supervision and inspection, implementing early warning and disposal, and a long-term mechanism for relying on systems, powers, affairs and people has been basically formed, and the level of scientific, institutionalized and standardised corruption prevention has been continuously improved. In addition, an off-campus promotion meeting for the prevention and control of corruption risks was held in private colleges and universities this year to introduce the experience of the corruption prevention and control system to other schools.
- (3) Strengthening the team building of integrity risk prevention and control. In 2021, the Group set up the Disciplinary Committee Office and dedicated staff, and held a number of meetings to strengthen and ensure the building-up of the integrity risk prevention and control team, forming a backbone team of about 50 people for integrity risk prevention and control. Meanwhile, in order to strengthen the integrity awareness of newly-appointed cadres, the Disciplinary Inspection Committee of the Group conducted a pre-appointment integrity talk with newly-appointed cadres, and the newly-appointed cadres made a commitment to integrity. This year, 15 new cadres have been evaluated on integrity and participated in the pre-appointment integrity talks.
- (4) Strengthening daily supervision. The Group organised representatives of faculty to listen to the principal's report and established a notification system for major school-related events, improved the secondary education congress system and played its role in promoting democratic management of the school. The faculty and staff congress is held on time every year to vote on major issues, such as reviewing the principal's report, salary increase plan, electing staff directors, and school Party Branch's leaders' debriefing and evaluation, which fully guarantees the representatives' right to know, participate and supervise.
- (5) Conducting anti-corruption training. In December this year, we provided anti-corruption training materials to directors and employees, and carried out a three-hour anti-corruption training, which further strengthened the general anti-corruption awareness.

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II. Information Security

We are committed to protecting the privacy of students and parents, and have formulated Administrative Measures on Confidentiality and Administrative Measures on Records to strengthen the confidentiality of information management and effectively prevent the loss or leakage of information due to negligent management and to prevent theft. The following are the highlights of our information confidentiality efforts:

- (1) Define classified and unclassified computers according to their purpose and employees should not take portable classified computers out of the office without permission;
- (2) Important departmental personnel who are classified shall keep all mobile classified storage devices secure and shall not leave the school with them without permission;
- (3) Employees in each department should have the approval of the appropriate department head for information posted online;
- (4) The confidential documents are classified according to their content and shall be properly maintained;
- (5) The management of the place where important and confidential documents are stored should be strengthened, and unrelated personnel should not be allowed to stay.

We strictly abide by the Regulations of the People's Republic of China for Safety Protection of Computer Information Systems, Notice on the Development of Security Level Protection of Information Systems in Shanghai's Education Industry and other national and local laws and regulations and guidelines. In order to further improve the level of information security protection of our Group, we have formulated system documents such as the Administrative Measures for the Information Security in University and the Administrative Measures for the Information System to regulate the management of campus information and cyber security, strengthen and standardise the construction and management of information systems, make more efficient use of resources and ensure the security and stable operation of information systems in university.

III. Intellectual Property

We understand the importance of respecting intellectual property and the fruits of intellectual work, and strictly abide by the Intellectual Property Law of the People's Republic of China, the Patent Law of the People's Republic of China, the Copyright Law of the People's Republic of China and other relevant laws. In order to safeguard the legitimate rights and interests of our Group and our research personnel, encourage the enthusiasm of our teachers and students to invent and create, and promote the development and progress of our research, we have formulated the Administrative Measures on Patent, Administrative Measures for School-Enterprise Collaboration and other system documents to strengthen the protection of intellectual property of our Group and others.

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The Administrative Measures on Patent stipulates that the right to apply for a patent for inventions and creations made by our staff and students while fulfilling their duties belongs to our Group. Once a patent is approved, no unit or individual has the right to use or assign it without permission from our Group. For non-job inventions, the right to apply for a patent belongs to the inventor or designer, and no unit or individual may infringe on his or her patent application and patent rights. In order to encourage our staff and students to actively carry out scientific research and technological development, to create an atmosphere of new inventions and technologies, and to speed up the transformation to a university of applied technology, the technologies invented in the course of their work will be rewarded and honoured according to the Measures for the Implementation of Rewards for Scientific Research Achievements if they are granted patents.

We actively carry out school-enterprise collaboration projects to clarify the intellectual property rights of the results of production, education and research. The Administrative Measures for School-Enterprise Collaboration stipulates the research on school-enterprise collaboration projects centering on our Group, and the property rights management under the conditions of research invested by external cooperative units. Where patents are involved in the results of production, education and research, they shall be implemented in accordance with the Administrative Measures on Patent.

6.2 FIGHT AGAINST THE COVID-19 PANDEMIC

1. *Prevention and Control of the Pandemic*

In 2021, the Group implemented refined management throughout the pandemic prevention and control, further improved refined, humanized and differentiated management measures, and carefully, comprehensively and scientifically deployed major pandemic prevention measures for the commencement of the new semester, the return of teachers and students, and during winter and summer holidays. Based on the guidelines for pandemic prevention and control at higher regulatory levels, and the actual condition of the school, the Group adjusted the prevention and control measures based on the current situation, and refined various emergency response plans to ensure the normal operation of education and teaching. We have successively improved the Emergency Management Plan for Pandemic Prevention and Control and Emergency Response Plan for Closed-loop Management, and issued guidelines for pandemic prevention and control and requirements for returning to school under various complex background. A total of three pandemic prevention and control drills were carried out throughout the year to promote the basic process and work requirements of pandemic prevention and control by way of videos.

In addition, in response to the call by the higher regulatory level to build an immune barrier and block the spread of the pandemic, and prepare well in the mechanism design, coordination and mobilization, analysis and statistics of the COVID-19 vaccines for employees and students. In 2021, the Group organised 7 COVID-19 vaccinations in our campus, and more than 31,000 people have been vaccinated, and the vaccination rate of employees and students has reached more than 90%. Full and effective coordination ensures that all measures, movements and actions are in place amid the normalization of pandemic prevention and control.

In light of the severe challenges and major difficulties of the pandemic, we bravely took the lead, assumed the responsibility, and stuck to our posts. This year, none of our staff and students have been infected with COVID-19, which fully reflects the effectiveness of our pandemic prevention and control measures.

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II. Information Services during the Pandemic

In response to the difficulty of statistics on the status of our staff and students and the heavy workload during the period of the COVID-19, all staff and students utilized the “Gench i Health” platform. The platform provides our staff and students with functions of filling in their basic personal information, estimated time for students to return to university, daily report on health condition and application for temporary entering university. In addition, the platform has generated daily pandemic data reports, and accurately masters the pandemic situation of our staff and students and the activities during the period of pandemic prevention and control through information-based means. Through the platform, our Group has strengthened the information sharing among campus healthcare department, teaching affair administration department, student management department, logistics and security department and other institutions, thus gathering forces to guarantee commencement of a new semester and pandemic prevention and control.

In 2021, in order to continuously improve the precision, accuracy and insight of pandemic prevention and control, the Group optimised and upgraded the corresponding modules of the “Gench i Health” pandemic prevention system based on the situation of pandemic prevention and control. This year, functions such as visitor system, student system of asking for leave, registration of returning to and leaving Shanghai, registration of vaccines, and emergency collection of status at school were added.



Gench i Health Management Platform

III. Delivering the Positive Messages on Pandemic Prevention to Overseas

The COVID-19 pandemic has continuous and serious impact on the internationalisation of global education, the number of personnel exchanges plummeted, and foreign-related teacher and student education management services are facing unprecedented challenges. Focusing on pandemic prevention and control and the development of its capabilities, the University strived to promote the in-depth internationalisation of education and turn crises into opportunities.

We cared about the study and life of overseas teachers and students, tried our best to reduce the impact of the pandemic on international cooperation projects through arranging online course teaching, assisting students in completing remote registration and organising foreign parties to participate in online admission presentations for new students to ensure the smooth progress of education and teaching.

In 2021, the University has successively received letters and emails from Solent University in the United Kingdom and Myongji University in South Korea, for which we have expressed our gratitude and sincere consolations, and expressed our blessings and confidence in the global fight against the pandemic. For the current pandemic prevention and control, we have changed our thinking, actively responded, and discussed solutions and innovative cooperation methods with partner universities through emails, online conferences, WeChat and other methods.

IV. Care about Employee During the Pandemic

Protecting the health of our employees is an important priority for the University amid the ongoing COVID-19 pandemic. This year, the university union purchased anti-pandemic supplies and distributed them to the employees, with an aim to protect the health of the employees. Such action was praised by our employees. In addition, we continued to care about the mental health during the pandemic, and campus mental health-related services responded to the needs of all parties as usual.

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6.3 COMPREHENSIVE LOGISTICS SUPPORT

Our Group cares about and prioritises the safety and health of our staff and students. As the global pandemic situation in 2021 remained severe, we insisted on putting the health and safety of teachers and students in the first place, and made best efforts to prevent and control the pandemic. Meanwhile, we have been strictly abiding by the Food Safety Law of the People's Republic of China, the Operating Rules on Food Safety in Catering Services, the School Hygiene Work Regulations, the Fire Control Law of the People's Republic of China and other relevant laws and regulations, and formulated a comprehensive health and safety management system, from campus safety, food safety, health and safety education, disease prevention and control, emergency response plans and other systems and measures for our staff and students to build a healthy and safe campus.

I. *Campus Safety*

The Group has always attached great importance to the construction of a safe campus. In recent years, the Group focused on the construction of security projects such as Facial Recognition System for Campus Entrance and Exit, Intelligent Management of Dormitory Areas, and Campus Monitoring Upgrade and Transformation, and built a digital intelligent technical defense management system, which effectively improved the intelligent level of security management and emergency response capabilities, providing a strong guarantee for the construction of a “civilised campus” and a “safe campus”. This year, the University was awarded the title of the “Thirteenth Five-Year Plan Smart Security Advanced Collective Campus of Shanghai Universities” by the Shanghai Education System.

Campus safety work involves many different areas. We have established a number of safety management measures for, among others, fire safety, dormitory safety and laboratory safety, to ensure the safety of teachers and students in an all-round way.

II. *Food Hygiene and Safety*

Our Group attaches great importance to food safety on campus and has established a number of system documents relating to campus canteens and catering shops, such as Measures for the Implementation of Food Safety Inspections, Administrative Measures on the Principal's Responsibility of Food Hygiene, Measures for the Implementation of Accountability for Food Hygiene and Safety, 360-degree Quantitative Assessment Management Measures on Canteens and Shops of Shanghai Jian Qiao University (《上海建橋學院食堂店鋪360度量化考核管理辦法》) and Measures for the Implementation of Penalties for Canteens and Catering Shops, etc..

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In addition to the organisation of regular inspections by food safety managers and department heads, our campus canteen catering system is transformed and upgraded with information technology and based on a canteen supervision platform, and the canteen traceability management, ledger management, warehouse management, publicity management, education and training systems are integrated. Through data acquisition and push platform, the effective information is classified and managed and pushed to people at relevant levels based on different authorization for real-time monitoring and analysis, and restaurant peak analysis, satisfaction analysis, sales management analysis, meanwhile, restaurant stall rankings and dish rankings are achieved through the online ordering platform. In process of monitoring, various hardware devices are added to make it easier to control various difficult-to-supervise processes. For example, morning inspection records integrate access control, identity authentication and temperature measurement data acquisition functions, which effectively manage canteen operators. The vegetable soaking equipment can carry out soaking management within specified time, and gives an alarm when the time is less than the specified time; the sample-retaining refrigerator can only be opened by the relevant management personnel, and the system will record it in real time. The Internet-of-Things connection of the disinfection cabinet realises the standardisation of disinfection time and data acquisition. We assess the hygiene and safety of the canteen through different levels of assessors and assessment methods, and the principal in charge of the whole university canteen is responsible for the supervision and inspection, regularly convening a joint meeting to discuss and study the hygiene and safety situation, and reporting to the office of the principal, listening to the opinions and suggestions of teachers and students, and continuously optimising the food hygiene and safety.

In 2021, in order to further improve the standardised construction of restaurant stall management, we have improved the quantitative evaluation model for canteens, and added value-based assessments and teacher-student satisfaction evaluations based on the original “360-degree Quantitative Assessment Management Measures on Canteens and Shops of Shanghai Jian Qiao University (《上海建橋學院食堂店鋪360度量考核管理辦法》)”. The 3 standards’ proportions account for 40%, 30%, and 30% of the total score, respectively. At present, a systematic evaluation has been conducted, and the catering service capacity and service level of the school canteen have been further improved.

III. Safety and Health Education

Student safety and health education is an important part of university education.

(1) Incorporating safety education into compulsory general education course

Since 2018, university student safety education course has been upgraded to a required general education course at Shanghai Jian Qiao University, with a total of 16 hours, and 1 credit for completing this course and passing the exam. From 2018 to 2021, we taught the course to over 18,000 freshmen, with a total of 1,480 classes and 2,960 hours of instruction on topics such as basic firefighting knowledge, traffic safety, healthcare and food safety, hands-on firefighting and hands-on healthcare.

(2) University students safety knowledge contest

In recent years, we have actively organised students to participate in the Shanghai University Student Safety Knowledge Contest and have hosted many selection contests among private schools to improve the safety awareness and self-protection ability of our students. On 6 November 2021, our University organised students to participate in the selection of the 6th Shanghai University Student Safety Knowledge Contest among private schools and won the third prize.

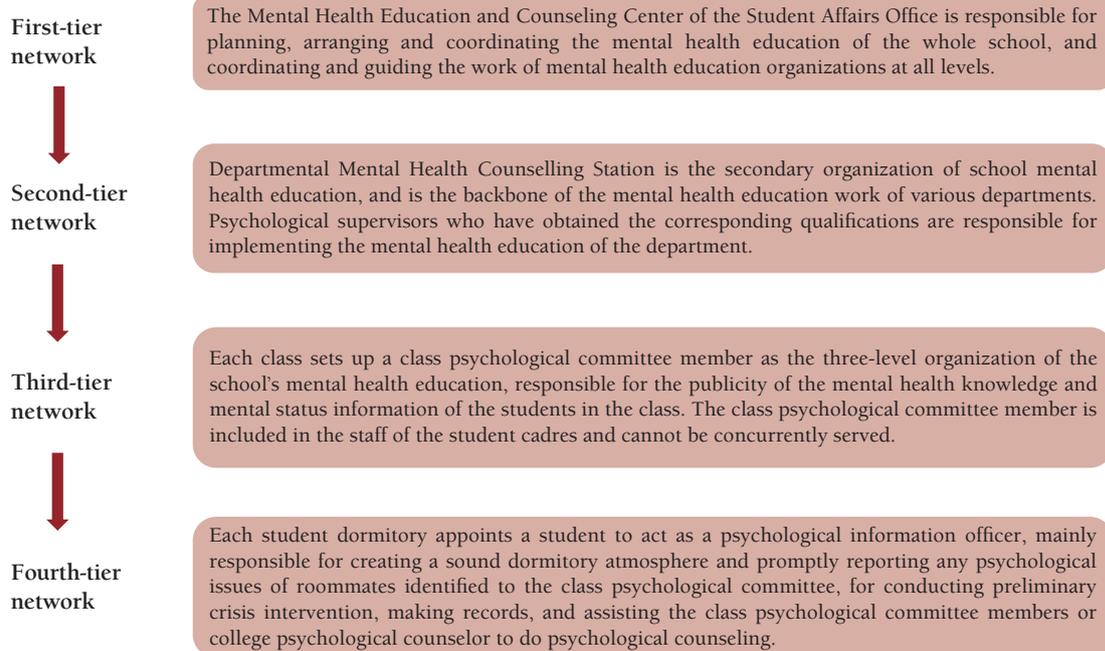
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(3) *Publicity conference on the joint prevention of telecommunications fraud by police schools*

The Group always attaches great importance to the personal and property safety of students. In order to strengthen the construction of a safe campus, further improve the ability of teachers and students to prevent fraud, and effectively curb the occurrence of telecommunication and network fraud crimes, we actively strengthened close cooperation with local police stations and college police stations, and cooperated with police schools to carry out a series of anti-fraud publicity and education for teachers and students, so as to comprehensively protect the personal and property safety of every teacher and student. A total of 10 anti-fraud publicity seminars were held in 2021.

(4) *Four-tier network for mental health education*

In addition to the physical health of students, we also care about their mental health. We formulated the Administrative Measures of Student Mental Health Education and Crisis Intervention to strengthen student mental health education and psychological crisis prevention and management. We have also established a four-tier network for mental health education:



IV. *Disease Prevention and Control and Health Management*

In order to strengthen the prevention and control of diseases and health management, we have formulated a series of implementation measures, including the Measures for the Implementation of the Detection, Information Record and Reporting of Infectious Diseases among Students to regulate the detection, information record and reporting of infectious diseases and to control the spread thereof, in a timely manner. The Measures for the Implementation of Student Health Records stipulate that the information for the physical examination of freshmen shall be kept by our University, and the health records of university students shall be established to grasp the health status of students during the period of studying in our University, so as to better care for their health.

V. *Emergency Response Plan*

We have established a number of emergency response plans to quickly and efficiently deal with accidents including fire, hazardous chemical accidents, medical office emergencies, campus emergencies and sudden outbreaks of infectious diseases.

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6.4 RECIPROCAL SUPPLY MANAGEMENT

Adhering to the concept of mutual benefit and win-win cooperation and the code of conduct of “integrity, pragmatism, fairness, and efficiency”, our Group makes efforts in enhancing our supply chain management.

To standardise procurement procedures, enhance the quality and efficiency of suppliers, and ensure the quality of procured products and services, we have formulated system documents such as Supplier Management Procedures and Procurement Management Procedures to conduct information registration, evaluation, and assessment and management of suppliers, so as to reduce supply chain risks in an all-round way, and improve procurement performance. During the year, we had a total of 175 qualified suppliers, all in mainland China. The cooperation is all carried out in accordance with the relevant supplier and procurement management systems we have formulated to implement unified management. Our suppliers come from many provinces and cities across the country, including 140 from Shanghai, 12 from Beijing, 11 from Jiangsu, 4 from Zhejiang, 2 from Guangdong, and 1 from each of Anhui, Henan, Hubei, Jiangxi, Shaanxi and Sichuan, which ensures a diversified supply pipeline.

I. Supplier Inclusion and Management

We have established a supplier management system. According to the Supplier Management Procedures, we review the qualification documents, performance data, samples and other information provided by the suppliers, and take the suppliers' qualification, quality, price, compliance with laws and regulations and other criteria to decide whether to include them in the supplier management system, and establish the List of Qualified Suppliers. We will also consider whether the supplier has a quality management system certificate, such as ISO9001. To ensure the quality of suppliers, we also regularly evaluate the quality, cost performance, delivery capability and compliance rate of products or service provided by suppliers listed in the List of Qualified Suppliers to form a mechanism of survival of the fittest, and will either remove them from the list or put them on inspection period if they fail to meet the standards.

We also encourage suppliers to fulfill their corporate social responsibilities, including whether they take environmental protection measures, supplier integrity, respect for labour achievements, prohibit the employment of child labour in any form, treat employees equally, and do not violate relevant laws and regulations.

II. Procurement Management

In accordance with the Procurement Management Procedures, our Group exercises strict control over the procurement process and suppliers to ensure that the products and services procured meet the specified requirements. We procure products or services from suppliers on the List of Qualified Suppliers based on quality, cost performance and other considerations. We have established an effective procurement oversight and tender and bidding information disclosure mechanism to increase the transparency and integrity of the procurement supply process.

III. Supplier Integrity and Safety Management

In order to ensure that our suppliers maintain integrity and self-discipline in engineering construction, we will sign the Integrity and Self-discipline Agreement with our suppliers, which strictly prohibits them from offering any benefits or financial rewards to our employees, confirming that all business transactions with us are in compliance with national laws and regulations and enterprise rules and regulations, to ensure that the products or services supplied to us are authentic and reliable, and any fraud and other illegal activities are prohibited. We have also signed a Safe and Civilised Construction Agreement with our contractors to ensure that they comply with health- and safety-related laws and regulations during construction.

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IV. Green Procurement

We advocate green procurement and will take into account environmental protection principles during procurement, such as products that can be reused and use environmentally-friendly materials, energy efficiency, use of clean energy, water consumption, etc., and implement green supply chain management. We strictly implement a mandatory procurement system for energy-saving and environmentally-friendly products and give priority to energy-saving, water-saving and material-saving products.

6.5 ENVIRONMENTALLY-FRIENDLY GREEN CAMPUS

As a responsible higher education group, we formulate the Corporate Sustainable Development Policy with a coverage including environmental protection, and require our employees to strictly comply with relevant national laws and regulations, such as the Environmental Protection Law of the People's Republic of China, Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Wastes and Energy Conservation Law of the People's Republic of China. We belong to the education industry and have a relatively small impact on the environment and natural resources. The major impacts are the consumption of electricity, the use of water, the use of school and office supplies, the production of waste from school, offices and canteens, and vehicle use. We have formulated a series of effective systems and measures to reduce exhaust gas and greenhouse gas emissions, discharge to water and land, hazardous and non-hazardous waste, and minimise the impact on the environment and natural resources in our daily business operations, so as to build a green campus to contribute to the protection of the environment. During the Reporting Period, there were no incidents related to non-compliance associated with the environment and emissions within our Group.

I. Active Energy-saving and Emission Reduction

General Task: to reach the targets in an all-round way in respect of per capita comprehensive energy consumption, energy consumption per unit of gross floor area, and per capita water consumption and other energy saving and emission reduction targets during the “14th Five-Year Plan”; vigorously promote the building-up of a green campus, fully exploit the potential of energy and resources conservation, change the concept of construction-used energy consumption, lower the threshold of applied technology and price in building a energy-saving campus, accelerate the pace of popularization, and actively carry out resource conservation and circular economy development.

Specific measures:

(1) Technical Transformation of Energy and Water Saving

TRANSFORMATION OF SMART LIGHTING CONTROL

- Remove over 2,000 sets of lights while ensuring adequate lighting and conducting energy-saving transformation of indoor lighting control. A smart lighting controller was used to detect the indoor illumination and people flow to control the lights on/off

HOT WATER SYSTEM RENOVATION

- The hot water card swiping system in the eight-storey student apartment was transformed from a split POS machine into one machine, and the time-based billing was changed to a flow-based billing, which is more reasonable and water-saving
- The independent split-type electric heating water heater in the high-rise student dormitory with a total of 1,004 rooms was changed to an air source heat pump system to produce hot water, supply hot water centrally, which reduces electricity consumption by two-thirds, and was charged by flow rate

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TRANSFORMATION OF AIR-CONDITIONING ENERGY SAVING

- In the new refrigerant test of air conditioner, R436C replaced R22, which saves 11% of electricity; in hot or cold weather, the air conditioner compressor runs for a long time, and the energy saving efficiency during operation was improved
- Part of the air conditioners were centrally controlled. Remote control of air conditioners by mobile phones and computers, timing switch machine, temperature setting, automatic adjustment of indoor temperature were achieved, different users can be assigned different control rights, and may set control parameters based on the relevant file setting. In addition, functions such as automatic reporting of electricity consumption data and abnormal reporting of air-conditioning detection were achieved, which saved more than 30% energy

TRANSFORMATION OF WATER SAVING

The Group attaches great importance to water management, and always takes water conservation as one of its key tasks. It formulated water conservation plans and implemented water conservation measures. In March 2021, we successfully passed the evaluation of water-saving colleges and universities in Shanghai and obtained the water balance test record certificate.

- Renovation of landscape water. The water inlet of the fountain in the library has been transformed, and the water inlet pipe that used tap water was changed to a water pipe that used river water
- The terminal water pressure was adjusted. Based on the height of the building, the water was supplied by voltage divider and frequency conversion, and the water pressure of the water terminal was controlled to be 0.15–0.2MP, to ensure the normal use of water by students while effectively reducing the waste of water resources
- An integrated supervision platform was built for smart water supply in campus. By 2021, in the construction of the integrated monitoring platform for the smart water supply, the renovation of 5 pump rooms has been completed, and equipment modules have been installed to collect information on flow, liquid level, pressure, frequency and control cabinet parameters, and 1 water-saving controller has been installed; 61 smart remote water meters, including 56 building water meters, 2 total water meters, and 2 regional water meters, were installed, to monitor and analyse remote water meter data, water pipe pressure, water pipe flow, water-saving controller, pump room and other equipment module data through the smart water supply monitoring platform, and to conduct scientific management and control of water resources in real time, including but not limited to water saving analysis, pipe network GIS management, instrument monitoring, leakage control, pump room monitoring, which effectively promoted the water saving management of our campus
- Water balance creation. The Group inspected over 200 water meters in each building of the campus, repaired more than 50 water meter heads, replaced 56 intelligent remote water meters and 67 ordinary water meters, and installed 2 total water meters, 2 partitioned water meters, and 1 wall-mounted ultrasonic water meter. The information on water consumption of each building was collected, and the water consumption indicators were analysed based on the basic data of the campus, and the water balance test was passed

(2) Green Office

OFFICE LIGHTING AND EQUIPMENT MANAGEMENT

- Use as much natural light as possible in offices, conference rooms, corridors and other office areas
- Equip motion-sensing lights to prevent the light from being on for a long time
- Turn off computers, printers, photocopiers, projectors and other electrical equipment when they are not in use to reduce idle waste
- Do not use any electric stoves and other high-power appliances in offices



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PAPER MANAGEMENT IN OFFICES

- Advocate paperless and electronic office, complete online applications and electronic forms, as well as using television and telephone to convene conferences
- Increase the utilisation of waste paper
- Promote the use of environmentally-friendly recycled paper and other resource recycling products



(3) *Establishment of a Green Data Centre*

Establishing a green data centre in our University to publish daily information related to energy consumption of our University in real-time enables the staff and students to keep abreast of it.

(4) *Green Transportation*

OFFICIAL VEHICLE MANAGEMENT

- Adjust the existing regulations on the use of official vehicles, raise the standards and requirements for official vehicle applications, and strictly control the approval process
- Encourage the staff to travel by shuttle buses and public transport
- Enhance the service efficiency of shuttle buses, and increase the number of passengers per shuttle bus trip
- Rationalise the number of stops and routes

DRIVER MANAGEMENT

- Improve drivers' awareness of energy saving, and strengthen education and training on energy saving and emission reduction for drivers
- Require to plan the driving route reasonably and seek the best driving route and the most practical distance

ENERGY-EFFICIENT VEHICLES REPLACEMENT

- Consider purchasing new energy products when replacing vehicles that have expired and are about to be scrapped

TRAVEL MODE MANAGEMENT

- Implement electric bicycle restriction system, provide a new way of energy-saving travel, put public bicycles on campus, and provide a low-carbon and environmentally friendly way of travel for the majority of employees and students

Through the above comprehensive energy conservation and emission reduction planning and implementation actions, we have achieved good results in energy conservation, water conservation, and reduction in air emissions. The air emissions we generate are mainly from vehicles owned by the Group. Please refer to Appendix I: Key Performance Indicators for the energy and water consumption and vehicle air emissions data during the year.

II. *Coping with Climate Change*

In response to the Paris Agreement with the participation of many countries around the world and the national planning initiatives such as the National Response to Climate Change (2014–2020) (《國家應對氣候變化(2014–2020年)》), we are committed to mitigating and combating climate change in our daily operations through policies and measures on conserving energy, reducing emissions and consumption of natural resources, advocating green lifestyle as well as encouraging scientific research on green technologies.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Our Group refers to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to identify our exposure to material physical risks arising from climate change, such as those arising from natural disaster events such as typhoons, storms and floods. We have established the Safety Management System of Preventing Flood and Typhoon and the Emergency Response Plan for Preventing Flood and Typhoon to enhance the Group's overall ability to prevent floods and typhoons and to resist the risk of natural disasters, thereby ensuring that the Group is capable of tackling natural disaster emergencies in a timely and efficient manner, to protect the lives of our students and teachers and the property safety of our University, and ensuring the normal operation of our teaching, research and business.

During the year, the Group organised personnel to conduct a thorough check of the drainage system before the arrival of the flood season to fully dredge the sewers and effectively prevent rainwater from pouring back; more than 100 flood control sandbags were filled, and outdoor facilities and signs in various places in the school were checked and strengthened, and the trees in the school were also trimmed and strengthened. On 7 July 2021, the Shanghai education system flood control and typhoon prevention emergency drill was carried out on our University. This drill, based on the scenario of typhoon attack on the campus, simulated and dealt with scenarios such as trees toppling due to strong wind and heavy rainfall, water accumulation in the low-lying areas in the school and road blockage. During the drill, our emergency rescue team demonstrated their skills, energy and close cooperation, successfully completed various drills, and achieved the expected purpose of plan testing, mechanism run-in, training the team, as well as publicity and education. In addition, our University, as one of the temporary evacuation and resettlement sites for flood control and typhoon prevention in Lingang area of Shanghai, actively cooperated with authorities at higher level to carry out flood control and typhoon prevention, and completed the task of social personnel resettlement. As of the year 2021, it has received more than 6,500 evacuees. In the future, the Group will assume more social responsibilities and contribute to the development of the Lingang area.



2021 Flood and Typhoon Control Drill

We calculate greenhouse gas (GHG) emissions based on ISO14064-1 stipulated by the International Organisation for Standardisation (ISO) and the GHG Protocol formulated by the World Resources Institute and the World Business Council for Sustainable Development. For details of our GHG emissions during the Reporting Period, please refer to Appendix I: Key Performance Indicators.

III. Greening Renovation on Campus

We added new varieties of seedlings and matched them with the existing plants based on the different levels to form an orderly greening layering. While beautifying the campus environment, it also helps reduce carbon emissions. Currently, the green coverage rate on campus reaches 47.5%.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

IV. *Advocating Green Lifestyle*

(1) *Garbage Sorting Management*

The domestic waste of our Group is classified into four categories: dry waste, recyclables, wet waste and hazardous waste. We have entrusted a qualified waste management company to collect and dispose of dry wastes. In terms of the disposal of kitchen waste, we have purchased wet waste processors, and signed Maintenance Service Contract with a qualified third-party service provider, so that kitchen waste can be processed on the spot on a daily basis, and will not be left on campus overnight or taken out of the campus. Regarding hazardous waste, electronic products are recycled by qualified recycling companies for treatment. We have implemented a system for separate collection of domestic waste at sources and at fixed time and locations within students, teachers and staff, canteens and shops, and arranged special waste sorting supervisor to guide and urge our staff and students to sort out the waste.

COURSE OFFERINGS

- We have comprehensively promoted education on garbage sorting knowledge. Since the beginning of September 2019, we have incorporated the relevant content of garbage sorting into our University student safety education course. In 2020, we have also incorporated garbage sorting education into the enrollment education system for freshmen. Garbage sorting has been incorporated into the first situation and policy course for freshmen, credits can only be obtained after passing the exam, thereby realizing full coverage of freshman education

PROMOTION

- We have carried out education activities on garbage sorting through banners, posters, and WeChat official accounts of new media. Each college has strengthened their promotion through WeChat, live webcast, and organised offline activities to enhance the awareness and participation rate of staff and students
- In the summer of 2021, the Group updated a part of waste sorting facilities and equipment, and added a cultural wall themed on waste sorting in each student apartment building. In order to further promote domestic waste classification and rice conservation, the Group established a waste classification exhibition space at the end of 2021 for visit and study by teachers and students

STUDENT ACTIVITIES

- We have established a campus ecological civilisation college student volunteer organisation, which integrated the spirit of volunteer service and Lei Feng spirit. In addition to organising garbage sorting activities on campus, we also assumed social responsibilities through going out of campus to private schools to promote knowledge on environmental protection and garbage sorting for primary school students

(2) *Enhancing the Recycling Rate of Used and Waste Materials*

We strictly sort, categorise and rationally allocate recyclables, recycled used clothes and used books and donated them to needy people in impoverished mountainous areas. In particular, we donated more than 1,000 pieces of clothing to the Hope Primary School through the “Weijia” project of our Group, which realised the recycling and reuse of resources.

We have achieved good results under a school-wide initiative to promote waste reduction and improve recycling rate of waste materials. Please refer to Appendix I: Key Performance Indicators for our waste data for the year.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

(3) Reducing Waste in Our Daily Lives, Food and Beverage

We have organised various activities and taken a series of measures to prevent wasting of food and beverage, so as to develop the college students' good habit of food-cherishing and food-saving.

SPECIFIC MEASURES

- Multi-angle promotion through banners, posters and new media
- Activities themed gifts for eating-up the food in your plate have been carried out to guide employees and students to actively participate in food-cherishing and food-saving activities
- Small dishes are offered and the amount of rice is controlled by canteens to ensure the foods are purchased, cooked and prepared according to the number of diners. High-quality ingredients have been selected to avoid waste due to poor taste. Monitor the amount of kitchen waste generated in the canteen, and reward canteens with significant reductions, thereby reducing waste in all aspects of catering
- Prepare food based on the ordering information at the digital ordering platform to achieve precise food supply and reduce the waste of ingredients. In addition, the variety and quantity of the supply have been adjusted in time according to the sales data of the catering data back-end system
- Strengthen the construction of raw material procurement and storage functions of canteens, and enhance the intensification and standardisation of canteen processing. Improve the information management of the food supply chain, establish an electronic account system for procurement and inventory, and an online tracking system for food source, purchase ingredients in a planned way, thereby reducing waste of ingredient spoilage
- Strengthen the self-supervision of employees and students, and establish a team of volunteers such as supervisors or “eating-up the food in your plate action” persuaders targeting at employees and students to supervise the phenomenon of food waste
- Our University has enabled the labour education practice base for college students and offered a compulsory course of Labour Education. Teachers and students work together in the fields. Only by personally participating in the production and labour, students can have profound experience of “Even ordinary foods like rice and porridge are the result of hard work (一粥一飯之不易)”, and learn to cherish and avoid wasting foods, and practice the “eating-up the food in your plate” action

(4) University-Enterprise Cooperation on Energy Saving

We actively connect with social resources, promote the implementation of projects such as managing energy by signing contracts, as well as organise teachers and students to carry out exchange activities. Charging stations for new energy vehicles installed by a third-party company are available for employees, students and visitors.

In December 2021, based on the latest standards, a third-party agency renovated and upgraded the charging piles for new energy vehicles on campus. There are currently 8 charging piles in the parking lot of the business centre, 10 in the underground garage of the library, 2 in the parking lot of the dormitory at the southern district, 8 in the parking lot of the international student dormitory, and 1 in the parking lot of the north of the infirmary.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

6.6 SOCIAL PRACTICES AND VOLUNTEER SERVICES

I. Practice the Volunteerism

During the year, the University organised in-depth volunteer activities of learning from Lei Feng and improved the long-term mechanism of volunteer service, to further enhance the attractiveness and appeal of activities of learning from Lei Feng. During the year, more than 80 volunteer service activities were organised, with more than 6,000 participants and more than 90,000 hours of volunteer service. The details are as follows:

- (1) In response to the construction of five new cities in Shanghai, the University signed a volunteer service agreement with Shengang Community in Lingang New Area to further integrate community and school resources, promote the growth of young people, and guide them to better play the role of new forces and commandos. Currently, 9 service teams are working with the neighbourhood committees under the jurisdiction of Shengang to carry out various forms of voluntary services.
- (2) More than 80 student volunteers participated in the pre-publicity volunteer work of the 10th China Flower Expo.
- (3) 1,595 student volunteers participated in the volunteer service of the newly opened Shanghai Planetarium, and the number of service days reached 57. It has become the team with the longest service time and the most number of people among the university volunteer service teams for the planetarium.
- (4) 83 WAIC young volunteers participated in the volunteer service work of the 2021 World Artificial Intelligence Conference with the theme of “Intelligent Connected World, Wisdom City (智聯世界·眾智成城)”.
- (5) Serving Shanghai Import and Export Expo for four consecutive sessions. From 5 to 10 November 2021, during the 4th China International Import Expo, a total of 120 volunteers from the University participated in the service guarantee work, and assumed the voluntary work such as guidance, inquiries, luggage storage, lost and found and people flow statistics in the main channel of the CIIE.

Considering the University’s volunteer activities and the educational goals of cultivating Lei Feng-style college students and as part of the 58th “Learning from Lei Feng Memorial Day”, we organised the annual Lei Feng Award selection and commendation event, and issued a total of 919 gold, silver and bronze medals. The loving volunteer service was integrated into the campus culture and deeply rooted in the hearts of teachers and students.

II. Fulfill Social Obligations

We have actively implemented the voluntary blood donation task, completed the conscription plan, and actively participated in the China Western Development Program. During the Reporting Period, our University organised two blood donation activities, with a total of 2,136 people participating in blood donation; a total of 92 university students were recruited by the military; and five graduates participated in initiatives to support the China Western Development Program.

III. Campus Hall Coverage

Our Group has three patriotic education venues: Lei Feng Hall, National Policy Hall, and Party-building and Talents Cultivating Hall. The Lei Feng Hall is positioned to display the vivid image of Lei Feng in a diversified manner, show the practical results of our University’s moral education, and encourage the integration of the Lei Feng spirit into daily life. The National Policy Hall mainly shows the development of the political and economic system of China. The Party-building and Talents Cultivating Hall mainly shows the innovation practice of party building. Since their establishment, the three halls have received more than 60,000 visitors from various units around the country, becoming patriotism education bases with certain influence in Lingang and even Shanghai.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

IV. Public Welfare Power Convey

The general branch of China Democratic League Jian Qiao Campus (民盟建橋學院) has been enthusiastic about public welfare undertakings and effectively performing its social service function, and was awarded “Advanced Group for Poverty Alleviation of China Democratic League” and “2017–2021 Advanced Group for Social Service Work of Shanghai Municipal Party Committee by China Democratic League” this year. The Chairman of the Group, Mr. Zhou Xingzeng, was awarded the title of “Advanced Individual in Poverty Alleviation by the China Democratic League”.

6.7 SINCERE EXCHANGE OF OPINIONS

We value students’ response to and evaluation of our Group’s teaching in a variety of courses, and have formulated the Administrative Measures on Students’ Evaluation of Teachers. We initiate online students’ evaluation of their teachers during the 13th week of each semester to collect students’ comments and suggestions on teaching and to survey the achievement of the course’s teaching objectives. The results will be analysed statistically and provided to each college as a basis for the Outstanding Teaching Award; at the same time, an annual report on teaching quality and improvement will be completed and provided as a reference for teachers to make decisions on improving teaching and courses design. During the Reporting Period, our students gave our teachers a comprehensive teaching score of 92.52 points, which is a high degree of recognition on our teaching results.

In order to strengthen our communication with students, parents and staff, to effectively collect their opinions, suggestions or complaints, and to protect the rights and interests of relevant stakeholders, we have formulated the Administrative Measures for Handling Opinions and Complaints. We have established various communication channels, with our University offices responsible for the management of comments, suggestions and complaints in university; and each department and college responsible for receiving and dealing with comments, suggestions and complaints from their respective operations and jurisdictions. The time limit for handling letters of petition generally refers to the State Council Regulation on Letters and Visits and the Regulations of Shanghai Municipality on Letters and Visits. Referrals are classified into two categories: 12345 platform and Guoxin (國信網) platform, the former should be processed within 15 days, and the latter should be processed within 30 days.

We organise “Principal Online” events on a regular basis, where the principal meets with student representatives face-to-face to discuss topics of common concern. Heads of relevant functional departments related to students, such as the academic affairs department, the logistics and security office and the student affairs department, attended the symposium. The person in charge of the relevant functional departments answered the questions and problems faced by the students one by one, coordinated the relevant management services, created good conditions for the students’ study and life, and put forward specific suggestions and requirements for the students from the study and life, health education and other aspects. In 2021, the University launched 8 “Principal Online” events in total, which formed a mechanism for conducting “Principal Online” event once a month. Each of the “Principal Online” event was attended by a leader of the University, leaders of various functional departments and students (backbones of the Youth League Committee of each college, student representatives and ordinary students). The student representative proposed questions to the leader of the University face-to-face during the “Principal Online” event, and the leader of the University and various functional departments responded on the spot. This year, a total of 140 questions were answered online during 8 “Principal Online” events .

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Meanwhile, we organised regular student seminars and campus open day activities, inviting students to learn about campus administration department, participate in departmental management, understand departmental workflow, and we listened to students' opinions and obtain their recognitions through such activities.



Principal's
mailbox



Phone call



Visit



E-mail



Letter



Fax

Effective Communication Channels



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

APPENDIX I: KEY PERFORMANCE INDICATORS

Environmental Performance	Unit	2021
Vehicles' air emissions		
Nitrogen oxides (NO _x)	kg	820.21
Sulphur oxides (SO _x)	kg	1.12
Particulate matter (PM)	kg	76.55
GHG emissions¹		
Direct GHG emissions (Scope 1) ²	tonnes CO ₂ e	1,266.16
Indirect GHG emissions (Scope 2) ³	tonnes CO ₂ e	23,235.54
Total GHG emissions (Scopes 1 & 2)	tonnes CO ₂ e	24,501.71
GHG emissions intensity		
Intensity of GHG emissions (Area)	tonnes CO ₂ e/m ²	0.05
Intensity of GHG emissions (Number of people)	tonnes CO ₂ e/number of staff and student	1.02
Energy consumption		
Total energy consumption ⁴	MWh	37,483.88
Intensity of energy consumption	MWh/number of staff and student	1.56
Total power consumption	MWh	28,878.38
Intensity of total power consumption (Area)	MWh/m ²	0.05
Intensity of total power consumption (Number of people)	MWh/number of staff and student	1.20
Natural gas consumption	m ³	442,621
Amount of gasoline consumed by fixed equipment	m ³	1,066
Amount of gasoline consumed by vehicles	litres	39,351
Diesel consumption	litres	33,772
Water consumption		
Total water consumption	m ³	894,307
Intensity of total water consumption (Area)	m ³ /m ²	1.68
Intensity of total water consumption (Number of people)	m ³ /number of staff and student	37.16
Hazardous waste		
Total hazardous waste	tonnes	0.05
Intensity of hazardous waste	kg/number of staff and student	0.002
Hazardous waste recycled	tonnes	0.089
Waste toner cartridge produced	pieces	780
Waste toner cartridge recycled	pieces	780
Non-hazardous waste		
Total non-hazardous waste	tonnes	4,100
Intensity of non-hazardous waste	tonnes/number of staff and student	0.17
Amount of non-hazardous waste recycled	tonnes	13
Paper Consumption		
Paper Consumption	kg	6,828.27
Intensity of paper consumption	kg/number of staff and student	0.28

¹ We refer to "How to Prepare an ESG Report — Appendix II: Reporting Guidance on Environmental KPIs" from the Hong Kong Stock Exchange to calculate our Group's GHG emissions in Scope 1 and Scope 2.

² Scope 1: Direct GHG emissions from the sources that are owned and controlled by our Group.

³ Scope 2: GHG emissions indirectly caused by power, heating and cooling or steam purchased by our Group.

⁴ The total energy consumption is the sum of total electricity consumption, natural gas consumption, gasoline consumption by fixed equipment and vehicles, and diesel consumption (in MWh). For relevant unit conversion factors, please refer to the Energy Statistics Manual from the International Energy Agency.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

APPENDIX II: KEY PERFORMANCE INDICATORS

Social Performance	Unit	2021
All employees	person	1,596
Total number of employees (by gender)		
Female employees	person	855
Male employees	person	741
Total number of employees (by age group)		
Below 40	person	755
40–50	person	427
Above 50	person	414
Total number of employees (by employee category)		
Junior employees	person	1,499
Middle management	person	88
Senior management	person	9
Total number of employees (by region)		
Employees in East China	person	1,596
Employee turnover rate (by gender)		
Female employees	percentage	6.96%
Male employees	percentage	6.91%
Employee turnover rate (by age group)		
Below 40	percentage	6.09%
40–50	percentage	5.74%
Above 50	percentage	9.61%
Employee turnover rate (by region)		
Employees in East China	percentage	6.94%
Percentage of employees trained (by gender)		
Female employees	percentage	91.70%
Male employees	percentage	92.17%
Percentage of employees trained (by employee category)		
Junior employees	percentage	91.59%
Middle management	percentage	96.59%
Senior management	percentage	100.00%
Average training hours per employee (by gender category)		
Female employee	hour	69.32
Male employee	hour	36.35
Average training hours per employee (by employee category)		
Junior employee	hour	49.46
Middle management	hour	125.53
Senior management	hour	113.44
Occupational health and safety		
Number of work-related fatalities in the past 3 years (including the reporting period)	person	0
Lost days due to work injury	day	14
Anti-corruption		
Number of concluded corruption-related litigation cases against our Group or employees	case	0

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Contents of Indicators			Relevant Section
A3 Environment and Natural Resources	General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	6.5 Environmentally-friendly green campus
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	6.5 Environmentally-friendly green campus
A4 Climate Change	General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	6.5 Environmentally-friendly green campus
	A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	6.5 Environmentally-friendly green campus
B. Social Category			
B1 Employment	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	5.1 Stringent employment standards 5.2 Considerate care for staff
	B1.1	Total workforce by gender, employment type, age group and geographical region.	Appendix II: Key Performance Indicators
	B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix II: Key Performance Indicators
B2 Health and Safety	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	6.3 Comprehensive logistics support
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Appendix II: Key Performance Indicators
	B2.2	Lost days due to work injury.	Appendix II: Key Performance Indicators
	B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	6.3 Comprehensive logistics support

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Contents of Indicators			Relevant Section
B3 Development and Training	General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	5.3 Well-established training system
	B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management, etc.).	Appendix II: Key Performance Indicators
	B3.2	The average training hours completed per employee by gender and employee category.	Appendix II: Key Performance Indicators
B4 Labour Standards	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child or forced labour.	5.1 Stringent employment standards 5.2 Considerate care for staff
	B4.1	Description of measures to review employment practices to avoid child and forced labour.	5.1 Stringent employment standards
	B4.2	Description of steps taken to eliminate such practices when discovered.	5.1 Stringent employment standards
B5 Supply Chain Management	General Disclosure	Policies on managing environmental and social risks of the supply chain.	6.4 Reciprocal supply management
	B5.1	Number of suppliers by geographical region.	6.4 Reciprocal supply management
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	6.4 Reciprocal supply management
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	6.4 Reciprocal supply management
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	6.4 Reciprocal supply management

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Contents of Indicators			Relevant Section
B6 Product Responsibility	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	6.1 Robust compliance operation 6.3 Comprehensive logistics support
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	It is not applicable because it is not involved in our Company's business.
	B6.2	Number of products and service-related complaints received and how they are dealt with.	6.7 Sincere exchange of opinions
	B6.3	Description of practices relating to observing and protecting intellectual property rights.	6.1 Robust compliance operation
	B6.4	Description of quality assurance process and recall procedures.	4.3 Strict quality management
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	6.1 Robust compliance operation
B7 Anti-corruption	General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to prevention of bribery, extortion, fraud and money laundering.	6.1 Robust compliance operation
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	6.1 Robust compliance operation Appendix II: Key Performance Indicators
	B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	6.1 Robust compliance operation
	B7.3	Description of anti-corruption training provided to directors and staff.	6.1 Robust compliance operation

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Contents of Indicators			Relevant Section
B8 Community Investment	General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	6.6 Social practices and volunteer services
	B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	6.6 Social practices and volunteer services
	B8.2	Resources contributed to the focus area.	6.6 Social practices and volunteer services

INDEPENDENT AUDITOR'S REPORT



27/F, One Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

To the shareholders of Shanghai Gench Education Group Limited
(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Shanghai Gench Education Group Limited (the “Company”) and its subsidiaries (the “Group”) set out on pages 127 to 192, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2021, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (“IFRSs”) issued by the International Accounting Standards Board (the “IASB”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

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

KEY AUDIT MATTERS

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

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

INDEPENDENT AUDITOR'S REPORT

YEAR ENDED 31 DECEMBER 2021

KEY AUDIT MATTERS — *continued*

Key audit matter

How our audit addressed the key audit matter

Revenue recognition — tuition and boarding fees

Revenue mainly comprised the revenue from tuition and boarding fees from students amounting to RMB672.9 million for the year ended 31 December 2021, and these fees are generally received in advance prior to the beginning of each academic year. Tuition and boarding fees are recognised proportionately over the terms of the beneficial period for the students, where applicable. The portion of tuition and boarding fees received from students but not earned is recorded as contract liabilities. Due to the large volume of transactions processed and the significant amount of tuition and boarding fees and the risk of overstatement of revenue, we considered this as a key audit matter.

Relevant disclosures are included in notes 2.4, 5 and 22 to the consolidated financial statements.

Our audit procedures in relation to revenue recognition of tuition and boarding fees included the following:

- (i) Obtained an understanding of, evaluated and tested the Group's key controls over the admission of students and collection of tuition and boarding fees;
- (ii) Checked the relevant official student records and the reconciliation of the total number of newly enrolled students during the year to the official student records registered with the relevant education authorities of the People's Republic of China;
- (iii) On a sampling basis, checked the relevant supporting documentation including the student payment records, official student records registered with the relevant PRC education authorities, and the payment remittance receipts of tuition and boarding fees; and
- (iv) Performed the re-calculation of the amount of contract liabilities and the tuition and boarding fees recognised during the year in accordance with the terms of the beneficial period for the students, where applicable.

OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

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

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

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

INDEPENDENT AUDITOR'S REPORT

YEAR ENDED 31 DECEMBER 2021

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

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

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Our report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 scepticism throughout the audit. We also:

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

INDEPENDENT AUDITOR'S REPORT

YEAR ENDED 31 DECEMBER 2021

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS — *continued*

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

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Siu Fung Terence Ho.

Ernst & Young
Certified Public Accountants
Hong Kong
29 March 2022

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

YEAR ENDED 31 DECEMBER 2021

	Notes	2021 RMB'000	2020 RMB'000
REVENUE	5	683,580	554,895
Cost of sales		(261,904)	(219,485)
GROSS PROFIT		421,676	335,410
Other income and gain	5	15,183	27,925
Selling and distribution expenses		(3,508)	(2,153)
Administrative expenses		(142,695)	(107,690)
Reversal of provision/(provision) for impairment losses on financial assets		(18)	623
Other expenses		(1,319)	(348)
Finance costs	6	(45,940)	(55,761)
PROFIT BEFORE TAX	7	243,379	198,006
Income tax expense	10	(64,367)	(4,950)
PROFIT FOR THE YEAR		179,012	193,056
Attributable to:			
Owners of the parent		179,012	193,056
EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT			
Basic and diluted	12	RMB0.43	RMB0.47

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2021

	2021 RMB'000	2020 RMB'000
PROFIT FOR THE YEAR	179,012	193,056
OTHER COMPREHENSIVE LOSS		
Other comprehensive loss that will not be reclassified to profit or loss in subsequent periods:		
Exchange differences on translation of foreign operations	(4,951)	(476)
Net other comprehensive loss that will not be reclassified to profit or loss in subsequent periods	(4,951)	(476)
OTHER COMPREHENSIVE LOSS FOR THE YEAR, NET OF TAX	(4,951)	(476)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	174,061	192,580
Attributable to:		
Owners of the parent	174,061	192,580

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 DECEMBER 2021

	Notes	2021 RMB'000	2020 RMB'000
NON-CURRENT ASSETS			
Property, plant and equipment	13	2,053,681	1,875,400
Right-of-use assets	14	628,250	643,389
Other intangible assets	15	1,027	1,097
Long-term prepayments and other receivable	19	57,616	142,265
Deferred tax assets	16	104	—
Equity investments designated at fair value through profit or loss	17	320	—
Total non-current assets		2,740,998	2,662,151
CURRENT ASSETS			
Accounts receivable	18	5,357	3,511
Prepayments and other receivables	19	7,704	3,999
Cash and cash equivalents	20	488,735	714,621
Total current assets		501,796	722,131
CURRENT LIABILITIES			
Other payables and accruals	21	150,300	116,364
Dividend payable		427	439
Interest-bearing bank borrowings	23	42,000	411,822
Contract liabilities	22	395,082	347,241
Tax payable		64,489	4,659
Deferred income	24	6,468	2,412
Total current liabilities		658,766	882,937
NET CURRENT LIABILITIES		(156,970)	(160,806)
TOTAL ASSETS LESS CURRENT LIABILITIES		2,584,028	2,501,345

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 DECEMBER 2021

	Notes	2021 RMB'000	2020 RMB'000
NON-CURRENT LIABILITIES			
Interest-bearing bank borrowings	23	742,280	712,780
Deferred income	24	13,509	26,178
Total non-current liabilities		755,789	738,958
NET ASSETS			
		1,828,239	1,762,387
EQUITY			
Equity attributable to owners of the parent			
Share capital	26	3,677	3,677
Share premium	27	489,484	551,155
Reserves	27	1,335,078	1,207,555
TOTAL EQUITY		1,828,239	1,762,387

Zhou Xingzeng
Director

Zheng Xiangzhan
Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

YEAR ENDED 31 DECEMBER 2021

	Attributable to owners of the parent							Total equity RMB'000
	Issued capital RMB'000 Note 26	Share premium RMB'000 Note 27(a)	Share		Statutory surplus reserves* RMB'000 Note 27(c)	Exchange fluctuation reserve* RMB'000	Retained profits* RMB'000	
			Award Scheme*	Capital reserve*				
			RMB'000 Note 25	RMB'000 Note 27(b)				
As at 1 January 2021	3,677	551,155	—	184,787	173,113	(813)	850,468	1,762,387
Repurchase of shares	—	—	(46,538)	—	—	—	—	(46,538)
Profit for the year	—	—	—	—	—	—	179,012	179,012
Other comprehensive income for the year								
Exchange differences on translation of foreign operations	—	—	—	—	—	(4,951)	—	(4,951)
Total comprehensive income for the year	—	—	—	—	—	(4,951)	179,012	174,061
Appropriations to statutory surplus reserves	—	—	—	—	18,981	—	(18,981)	—
2020 final dividend declared (Note 11)	—	(27,195)	—	—	—	—	—	(27,195)
2021 interim dividend declared (Note 11)	—	(34,476)	—	—	—	—	—	(34,476)
As at 31 December 2021	3,677	489,484	(46,538)	184,787	192,094	(5,764)	1,010,499	1,828,239

	Attributable to owners of the parent							Total equity RMB'000	
	Issued capital RMB'000 Note 26	Share premium* RMB'000 Note 27(a)	Capital reserve* RMB'000 Note 27(b)	Statutory surplus reserves* RMB'000 Note 27(c)	Exchange fluctuation reserve* RMB'000	Retained profits* RMB'000			
							Share		
As at 1 January 2020	—**	—	184,787	123,943	(337)	706,582	1,014,975		
Issuance of shares for the initial public offering (“IPO”)	886	534,896	—	—	—	—	535,782		
Capitalisation issue of shares	2,656	(2,656)	—	—	—	—	—		
Exercise of the over-allotment option	135	81,549	—	—	—	—	81,684		
Share issue expenses	—	(27,706)	—	—	—	—	(27,706)		
Profit for the year	—	—	—	—	—	193,056	193,056		
Other comprehensive loss for the year:									
Exchange differences on translation of foreign operations	—	—	—	—	(476)	—	(476)		
Total comprehensive income for the year	—	—	—	—	(476)	193,056	192,580		
Appropriations to statutory surplus reserves	—	—	—	49,170	—	(49,170)	—		
2020 interim dividend declared (Note 11)	—	(34,928)	—	—	—	—	(34,928)		
As at 31 December 2020	3,677	551,155	184,787	173,113	(813)	850,468	1,762,387		

* These reserve accounts comprise the consolidated reserves of RMB1,335,078,000 (31 December 2020: RMB1,207,555,000) in the consolidated statement of financial position as at 31 December 2021.

** The balance represents an amount less than RMB1,000.

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2021

	Notes	2021 RMB'000	2020 RMB'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax		243,379	198,006
Adjustments for:			
Finance costs	6	45,940	55,761
Interest income	5	(4,524)	(2,657)
Fair value loss on equity investments designated at fair value through profit or loss		1,169	—
Gain on disposal of items of property, plant and equipment		1	198
Government grants released		(41,547)	(52,057)
Provision/(reversal of provision) for impairment of accounts receivable	7,18	18	(623)
Depreciation	7,13	51,053	55,231
Amortisation of other intangible assets	7,15	569	756
Depreciation of right-of-use assets	7,14	15,139	15,137
		<u>311,197</u>	<u>269,752</u>
Receipt of government grants		27,246	39,252
(Increase)/decrease in prepayments and other receivables		(3,705)	1,822
(Increase)/decrease in accounts receivable		(1,864)	2,096
Increase/(decrease) in other payables and accruals		31,641	(1,618)
Increase in contract liabilities		47,841	40,033
		<u>412,356</u>	<u>351,337</u>
Cash generated from operations			
Interest received	5	4,524	2,657
Tax paid		(4,641)	(147,537)
		<u>412,239</u>	<u>206,457</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Decrease/(increase) in unpledged time deposits with original maturity of more than three months		168,328	(168,328)
Purchases of items of property, plant and equipment		(139,218)	(344,721)
Proceeds from disposal of items of property, plant and equipment		—	396
Increase in other receivables		(9,425)	—
Receipt of government grants for property, plant and equipment		14,620	24,748
Purchases of equity investments designated at fair value through profit or loss		(1,498)	—
Purchase of other intangible assets	15	(499)	—
		<u>32,308</u>	<u>(487,905)</u>
Net cash flows from/(used in) in investing activities			

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2021

	Notes	2021 RMB'000	2020 RMB'000
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from issue of shares		—	535,782
Proceeds from the over-allotment option		—	81,684
Share issue expenses		—	(24,996)
Repurchase of shares held for the Share Award Scheme		(46,538)	—
New interest-bearing bank borrowings		995,280	555,822
Repayment of interest-bearing bank borrowings		(1,335,602)	(562,500)
Payment of dividends		(61,671)	(34,489)
Interest paid		(48,847)	(58,429)
Net cash flows (used in)/from financing activities		(497,378)	492,874
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS			
		(52,831)	211,426
Cash and cash equivalents at beginning of year		546,293	334,867
Effect of foreign exchange rate changes, net		(4,727)	—
CASH AND CASH EQUIVALENTS AT END OF YEAR	20	488,735	546,293
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS			
Cash and bank balances	20	488,735	546,293
Unpledged time deposits with original maturity of more than three months		—	168,328
CASH AND CASH EQUIVALENTS AS STATED IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION		488,735	714,621
Unpledged time deposits with original maturity of more than three months		—	(168,328)
CASH AND CASH EQUIVALENTS AS STATED IN THE STATEMENT OF CASH FLOWS	20	488,735	546,293

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

1. CORPORATE INFORMATION

The Company was incorporated in the Cayman Islands on 8 May 2018 as an exempted company with limited liability under the laws of the Cayman Islands. The registered office address of the Company is Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman, KY1-1111, Cayman Islands.

The Company is an investment holding company. During the year, the Company and its subsidiaries (collectively referred to as the “Group”) were principally engaged in providing undergraduate education and junior college education services in the People’s Republic of China (the “PRC”). There has been no significant change in the Group’s principal activities during the year.

Information about subsidiaries

Particulars of the Company’s principal subsidiaries are as follows:

Name	Notes	Place and date of incorporation/establishment and place of operations	Nominal value of registered share capital	Percentage of equity attributable to the Company	Principal activities
Directly held:					
Shanghai Gench Education Holdings Limited		British Virgin Islands (“BVI”) 15 May 2018	US\$1	100%	Investment holding
Indirectly held:					
Gench Education Group (Hong Kong) Limited (“Gench HK”)		Hong Kong 1 June 2018	HK\$1	100%	Investment holding
Gench Education Group US, Inc (“Gench US”)		United States 13 August 2018	No par value	100%	Degree-granting higher education institution
Wangting Education Technology (Shanghai) Limited 望亭教育科技(上海)有限公司 (“Gench WFOE”)*	(2)	PRC/Mainland China 31 October 2018	RMB10,000,000	100%	Investment holding
Shanghai Jianqiao (Group) Co., Ltd. 上海建橋(集團)有限公司 (“Jian Qiao Group”)	(1),(2)	PRC/Mainland China 7 November 2000	RMB175,000,000	100%	Investment holding
Shanghai Jian Qiao Investment Development Co., Ltd. 上海建橋投資發展有限公司 (“Jian Qiao Investment”)	(1),(2)	PRC/Mainland China 3 August 1999	RMB37,500,000	100%	Investment holding
Shanghai Jian Qiao University 上海建橋學院 (“Jian Qiao University”)	(1),(2),(3)	PRC/Mainland China 28 June 2000	RMB50,000,000	100%	Provision of common undergraduate education services
Shanghai Jian Qiao University Co., Ltd. 上海建橋學院有限責任公司 (“Jian Qiao University Company”)	(1),(2),(3)	PRC/Mainland China 28 September 2020	RMB50,000,000	100%	Provision of common undergraduate education services
Shanghai Wangting Logistics Management Service Co., Ltd. 上海望亭後勤管理服務有限公司 (“Wangting Logistics”)	(2)	PRC/Mainland China 16 June 2021	RMB10,000,000	100%	Logistics management services

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

1. CORPORATE INFORMATION — *continued*

- * The entity is registered as a wholly-foreign-owned enterprise under PRC law
- (1) These entities are owned through contractual arrangements.
 - (2) The English names of these companies represent the best effort made by the management of the Company to directly translate the Chinese names as they do not register any official English name.
 - (3) The Group has completed an internal restructuring to convert the PRC operating school of the Group into a for-profit private school (“Conversion”) to comply with the Decision on Amending the Law for Promoting Private Education of the PRC approved by the Standing Committee of the National People’s Congress in November 2016 (“2016 Decision”) which took effect on 1 September 2017, and related implementing rules.

During the year ended 31 December 2020, the Group has started the Conversion process and established Jian Qiao University Company, as a for-profit private school. The Conversion process includes but not limited to transferring all the assets and liabilities of Jian Qiao University to Jian Qiao University Company, applying for school operating permit for Jian Qiao University Company and de-registering Jian Qiao University which is required to be completed by the end of 2021. Jian Qiao University Company has obtained the relevant private school operating permit on 21 April 2021. Jian Qiao University was de-registered on 10 August 2021.

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with International Financial Reporting Standards (“IFRSs”) promulgated by the International Accounting Standards Board (“IASB”) and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for equity investments which have been measured at fair value. These financial statements are presented in Renminbi (“RMB”) and all values are rounded to the nearest thousand except when otherwise indicated.

The Group recorded net current liabilities of RMB156,970,000 as at 31 December 2021. The directors of the Company (the “Directors”) have given careful consideration to the future liquidity and performance of the Group and its available sources of finance in assessing whether the Group will have sufficient financial resources to continue as going concern.

The Directors believe that the Group has sufficient cash flows from operations and current available banking facilities to meet its liabilities as and when they fall due. Therefore, the financial statements are prepared on a going concern basis.

Basis of consolidation

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

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

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.1 BASIS OF PREPARATION — *continued*

Basis of consolidation — *continued*

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

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

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

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

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Group has adopted the following revised IFRSs for the first time for the current year's financial statements.

Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16	<i>Interest Rate Benchmark Reform — Phase 2</i>
Amendment to IFRS 16	<i>Covid-19-Related Rent Concessions beyond 30 June 2021</i> (early adopted)

The nature and impact of the revised IFRSs are described below:

- a) Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 address issues not dealt with in the previous amendments which affect financial reporting when an existing interest rate benchmark is replaced with an alternative risk-free rate (“RFR”). The amendments provide a practical expedient to allow the effective interest rate to be updated without adjusting the carrying amount of financial assets and liabilities when accounting for changes in the basis for determining the contractual cash flows of financial assets and liabilities, if the change is a direct consequence of the interest rate benchmark reform and the new basis for determining the contractual cash flows is economically equivalent to the previous basis immediately preceding the change. In addition, the amendments permit changes required by the interest rate benchmark reform to be made to hedge designations and hedge documentation without the hedging relationship being discontinued. Any gains or losses that could arise on transition are dealt with through the normal requirements of IFRS 9 to measure and recognise hedge ineffectiveness. The amendments also provide a temporary relief to entities from having to meet the separately identifiable requirement when an RFR is designated as a risk component. The relief allows an entity, upon designation of the hedge, to assume that the separately identifiable requirement is met, provided the entity reasonably expects the RFR risk component to become separately identifiable within the next 24 months. Furthermore, the amendments require an entity to disclose additional information to enable users of financial statements to understand the effect of interest rate benchmark reform on an entity's financial instruments and risk management strategy.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES — *continued*

The amendments did not have any impact on the Group's financial statements.

- b) Amendment to IFRS 16 issued in March 2021 extends the availability of the practical expedient for lessees to elect not to apply lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic by 12 months. Accordingly, the practical expedient applies to rent concessions for which any reduction in lease payments affects only payments originally due on or before 30 June 2022, provided the other conditions for applying the practical expedient are met. The amendment is effective retrospectively for annual periods beginning on or after 1 April 2021 with any cumulative effect of initially applying the amendment recognised as an adjustment to the opening balance of retained profits at the beginning of the current accounting period. Earlier application is permitted.

The amendment did not have any impact on the Group's financial statements.

2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS

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

Amendments to IFRS 3	<i>Reference to the Conceptual Framework¹</i>
Amendments to IFRS 10 and IAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³</i>
IFRS 17	<i>Insurance Contracts²</i>
Amendments to IFRS 17	<i>Insurance Contracts^{2,4}</i>
Amendment to IFRS 17	<i>Initial Application of IFRS 17 and IFRS 9 — Comparative Information²</i>
Amendments to IAS 1	<i>Classification of Liabilities as Current or Non-current²</i>
Amendments to IAS 1 and IFRS Practice Statement 2	<i>Disclosure of Accounting Policies²</i>
Amendments to IAS 8	<i>Definition of Accounting Estimates²</i>
Amendments to IAS 12	<i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction²</i>
Amendments to IAS 16	<i>Property, Plant and Equipment: Proceeds before Intended Use¹</i>
Amendments to IAS 37	<i>Onerous Contracts — Cost of Fulfilling a Contract¹</i>
<i>Annual Improvements to IFRS Standards 2018–2020</i>	Amendments to IFRS 1, IFRS 9, Illustrative Examples accompanying IFRS 16, and IAS 41 ¹

¹ Effective for annual periods beginning on or after 1 January 2022

² Effective for annual periods beginning on or after 1 January 2023

³ No mandatory effective date yet determined but available for adoption

⁴ As a consequence of the amendments to IFRS 17 issued in June 2020, IFRS 4 was amended to extend the temporary exemption that permits insurers to apply IAS 39 rather than IFRS 9 for annual periods beginning before 1 January 2023

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS — *continued*

Further information about those IFRSs that are expected to be applicable to the Group is described below.

Amendments to IFRS 3 are intended to replace a reference to the previous *Framework for the Preparation and Presentation of Financial Statements* with a reference to the *Conceptual Framework for Financial Reporting* issued in March 2018 without significantly changing its requirements. The amendments also add to IFRS 3 an exception to its recognition principle for an entity to refer to the Conceptual Framework to determine what constitutes an asset or a liability. The exception specifies that, for liabilities and contingent liabilities that would be within the scope of IAS 37 or IFRIC 21 if they were incurred separately rather than assumed in a business combination, an entity applying IFRS 3 should refer to IAS 37 or IFRIC 21 respectively instead of the Conceptual Framework. Furthermore, the amendments clarify that contingent assets do not qualify for recognition at the acquisition date. The Group expects to adopt the amendments prospectively from 1 January 2022. Since the amendments apply prospectively to business combinations for which the acquisition date is on or after the date of first application, the Group will not be affected by these amendments on the date of transition.

Amendments to IFRS 10 and IAS 28 address an inconsistency between the requirements in IFRS 10 and in IAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss resulting from a downstream transaction when the sale or contribution of assets between an investor and its associate or joint venture constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor's profit or loss only to the extent of the unrelated investor's interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to IFRS 10 and IAS 28 was removed by the IASB in December 2015 and a new mandatory effective date will be determined after the completion of a broader review of accounting for associates and joint ventures. However, the amendments are available for adoption now.

Amendments to IAS 1 *Classification of Liabilities as Current or Non-current* clarify the requirements for classifying liabilities as current or non-current. The amendments specify that if an entity's right to defer settlement of a liability is subject to the entity complying with specified conditions, the entity has a right to defer settlement of the liability at the end of the reporting period if it complies with those conditions at that date. Classification of a liability is unaffected by the likelihood that the entity will exercise its right to defer settlement of the liability. The amendments also clarify the situations that are considered a settlement of a liability. The amendments are effective for annual periods beginning on or after 1 January 2023 and shall be applied retrospectively. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IAS 1 *Disclosure of Accounting Policies* require entities to disclose their material accounting policy information rather than their significant accounting policies. 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. Amendments to IFRS Practice Statement 2 provide non-mandatory guidance on how to apply the concept of materiality to accounting policy disclosures. Amendments to IAS 1 are effective for annual periods beginning on or after 1 January 2023 and earlier application is permitted. Since the guidance provided in the amendments to IFRS Practice Statement 2 is non-mandatory, an effective date for these amendments is not necessary. The Group is currently assessing the impact of the amendments on the Group's accounting policy disclosures.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS — *continued*

Amendments to IAS 8 clarify the distinction between changes in accounting estimates and changes in accounting policies. Accounting estimates are defined as monetary amounts in financial statements that are subject to measurement uncertainty. The amendments also clarify how entities use measurement techniques and inputs to develop accounting estimates. The amendments are effective for annual reporting periods beginning on or after 1 January 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that period. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IAS 12 narrow the scope of the initial recognition exception so that it no longer applies to transactions that give rise to equal taxable and deductible temporary differences, such as leases and decommissioning obligations. Therefore, entities are required to recognise a deferred tax asset and a deferred tax liability for temporary differences arising from these transactions. The amendments are effective for annual reporting periods beginning on or after 1 January 2023 and shall be applied to transactions related to leases and decommissioning obligations at the beginning of the earliest comparative period presented, with any cumulative effect recognised as an adjustment to the opening balance of retained profits or other component of equity as appropriate at that date. In addition, the amendments shall be applied prospectively to transactions other than leases and decommissioning obligations. Earlier application is permitted.

The Group has applied the initial recognition exception and did not recognise a deferred tax asset and a deferred tax liability for temporary differences for transactions related to leases. Upon initial application of these amendments, the Group will recognise a deferred tax asset and a deferred tax liability for deductible and taxable temporary differences associated with right-of-use assets and lease liabilities, and recognise the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained profits at the beginning of the earliest comparative period presented.

Amendments to IAS 16 prohibit an entity from deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling any such items, and the cost of those items, in profit or loss. The amendments are effective for annual periods beginning on or after 1 January 2022 and shall be applied retrospectively only to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented in the financial statements in which the entity first applies the amendments. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to IAS 37 clarify that for the purpose of assessing whether a contract is onerous under IAS 37, the cost of fulfilling the contract comprises the costs that relate directly to the contract. Costs that relate directly to a contract include both the incremental costs of fulfilling that contract (e.g., direct labour and materials) and an allocation of other costs that relate directly to fulfilling that contract (e.g., an allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract as well as contract management and supervision costs). General and administrative costs do not relate directly to a contract and are excluded unless they are explicitly chargeable to the counterparty under the contract. The amendments are effective for annual periods beginning on or after 1 January 2022 and shall be applied to contracts for which an entity has not yet fulfilled all its obligations at the beginning of the annual reporting period in which it first applies the amendments. Earlier application is permitted. Any cumulative effect of initially applying the amendments shall be recognised as an adjustment to the opening equity at the date of initial application without restating the comparative information. The amendments are not expected to have any significant impact on the Group's financial statements.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS — *continued*

Annual Improvements to IFRS Standards 2018–2020 sets out amendments to IFRS 1, IFRS 9, Illustrative Examples accompanying IFRS 16, and IAS 41. Details of the amendments that are expected to be applicable to the Group are as follows:

- IFRS 9 *Financial Instruments*: clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. An entity applies the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment. The amendment is effective for annual periods beginning on or after 1 January 2022. Earlier application is permitted. The amendment is not expected to have a significant impact on the Group's financial statements.
- IFRS 16 *Leases*: removes the illustration of payments from the lessor relating to leasehold improvements in Illustrative Example 13 accompanying IFRS 16. This removes potential confusion regarding the treatment of lease incentives when applying IFRS 16.

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

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

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

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

- Level 1 — based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly
- Level 3 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Fair value measurement — *continued*

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

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than financial assets and deferred tax assets), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs. In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset (e.g., a headquarters building) is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to the statement of profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

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

Related parties

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

- (a) the party is a person or a close member of that person's family and that person
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or of a parent of the Group;

or

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Related parties — *continued*

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

Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. When an item of property, plant and equipment is classified as held for sale or when it is part of a disposal group classified as held for sale, it is not depreciated and is accounted for in accordance with IFRS 5. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

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

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

Buildings and facilities	2%
Motor vehicles	9.5%
Furniture and fixtures	9.5% to 19.0%
Devices and equipment	10% to 25%

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Property, plant and equipment and depreciation — *continued*

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

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

Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

Software is stated at cost less any impairment loss and is amortised on the straight-line basis over its estimated useful life of 5 years.

Leases

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

Group as a lessee

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

(a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Leasehold land	50 years
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If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Leases — *continued*

Group as a lessee — continued

(b) Lease liabilities

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

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

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

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets to leases of office equipment and laptop computers that are considered to be of low value.

Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

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

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Leases that transfer substantially all the rewards and risks of ownership of assets to the Group, other than legal title, are accounted for as finance leases.

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Investments and other financial assets

Initial recognition and measurement

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

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

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

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

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

Subsequent measurement

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

Financial assets at amortised cost (debt instruments)

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

Financial assets at fair value through profit or loss

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Investments and other financial assets — *continued*

Financial assets at fair value through profit or loss — continued

Financial assets at fair value through profit or loss are equity investments which the Group had not irrevocably elected to classify at fair value through other comprehensive income. Dividends on equity investments classified as financial assets at fair value through profit or loss are also recognised as other income in the statement of profit or loss when the right of payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

Derecognition of financial assets

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

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

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

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

Impairment of financial assets

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

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Impairment of financial assets — *continued*

General approach

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

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

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

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

- Stage 1 — Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs
- Stage 2 — Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs
- Stage 3 — Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

Simplified approach

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

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as loans and borrowings and payables as appropriate.

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

The Group's financial liabilities include trade and other payables, an amount due to the ultimate holding company, derivative financial instruments and interest-bearing bank borrowings.

Subsequent measurement

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

Financial liabilities at amortised cost (loans and borrowings)

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

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

Derecognition of financial liabilities

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

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

Offsetting of financial instruments

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

Cash and cash equivalents

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Cash and cash equivalents — *continued*

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

Provisions

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

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

Income tax

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

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

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

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

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

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

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Income tax — *continued*

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

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

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

Government grants

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

When the grant relates to an asset, the fair value is deducted from the carrying amount of the asset and released to profit or loss by way of a reduced depreciation charge.

When the grant relates to neither an expense item nor an asset, it is released to the statement to the profit or loss upon receipt.

Revenue recognition

Revenue from contracts with customers

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

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Revenue recognition — *continued*

Revenue from contracts with customers — continued

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

a) *Tuition and boarding fees*

Tuition and boarding fees received are generally paid in advance prior to the beginning of each academic year, and are initially recorded as contract liabilities. Tuition and boarding fees are recognised proportionately over the relevant period of the applicable program. The portion of tuition and boarding payments received from students but not earned is recorded as contract liabilities and is reflected as a current liability as such amounts represent revenue that the Group expects to earn within one year. The academic year of the Group's school is generally from September to June of the following year.

The Group does not expect to have any contracts where the period between the transfer of the promised services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

b) *Education related services*

Revenue from education related services provided by the Group is recognised when the relevant services are provided.

c) *Other income*

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

Rental income is recognised on a time proportion basis over the lease terms.

Contract liabilities

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Employee retirement benefits

Pension scheme

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

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, i.e. assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets. The capitalisation of such borrowing costs ceases when the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs capitalised. All other borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. The capitalisation rate 4.20% has been applied to the expenditure on the qualifying assets during the year ended 31 December 2021 (2020: between 4.46% and 4.66%).

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting.

Interim dividends are simultaneously proposed and declared, because the Company's memorandum and articles of association grant the Directors the authority to declare interim dividends. Consequently, interim dividends are recognised immediately as a liability when they are proposed and declared.

Share-based payments

The Company operates the Share Award Scheme (as defined in note 25) for the purpose of providing incentives and rewards to eligible participants who contribute to the success of the Group's operations. Employees (including directors) of the Group receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments ("equity-settled transactions").

The cost of equity-settled transactions with employees is measured by reference to the fair value of the shares at the date at which they are granted. The fair value is measured at the market value of the shares, adjusted for the exclusion of expected dividends to be received in the vesting period.

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Share-based payments — *continued*

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

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

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

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

The dilutive effect of outstanding non-vested ordinary shares is reflected as additional share dilution in the computation of earnings per share.

Foreign currencies

These financial statements are presented in RMB. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

2.4 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — *continued*

Foreign currencies — *continued*

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

The Company incorporated in the Cayman Islands uses the Hong Kong dollar as its functional currency. As the Group mainly operates in Mainland China, RMB is used as the presentation currency of the Company. As at the end of the reporting period, the assets and liabilities of the Company and certain overseas subsidiaries, which use currencies other than RMB as their functional currencies, are translated into the presentation currency of the Company at the exchange rates prevailing at the end of the reporting period and their statements of profit or loss are translated into RMB at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

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

Judgements

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

Contractual arrangements

Certain subsidiaries are engaged in the provision of education services, which falls in the scope of "Catalogue of Restricted Foreign Investment Industries" and foreign investors are prohibited to invest in such business.

The Group exercises control over these subsidiaries and enjoys all economic benefits of certain subsidiaries through a series of contractual arrangements.

The Group considers that it controls these subsidiaries, notwithstanding the fact that it does not hold direct equity interest in the certain subsidiaries, as it has power over the financial and operating policies of certain subsidiaries and receives substantially all of the economic benefits from the business activities of these subsidiaries through the contractual arrangements. Accordingly, these subsidiaries have been accounted for subsidiaries during the year.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES — *continued*

Estimation uncertainty

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 causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are disclosed below:

Impairment of non-financial assets

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

Provision for expected credit losses on accounts receivable

The Group uses a provision matrix to calculate ECLs for accounts receivable. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the education sector, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future. The information about the ECLs on the Group's accounts receivable is disclosed in note 18 to the financial statements.

Useful lives and residual values of items of property, plant and equipment

In determining the useful lives and residual values of items of property, plant and equipment, the Group has to consider various factors, such as technical or commercial obsolescence arising from changes or improvements in the production and provision of services, or from a change in the market demand for the product or service output of the asset, expected usage of the asset, expected physical wear and tear, care and maintenance of the asset, and legal or similar limits on the use of the asset. The estimation of the useful life of the asset is based on the experience of the Group with similar assets that are used in a similar way. Additional depreciation is made if the estimated useful lives and/or residual values of items of property, plant and equipment are different from previous estimation. Useful lives and residual values are reviewed at the end of the reporting period based on changes in circumstances. Further details of the property, plant and equipment are set out in note 13 to the financial statements.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

4. OPERATING SEGMENT INFORMATION

The Group principally provides higher education services in the PRC.

IFRS 8 *Operating Segments* requires operating segments to be identified on the basis of internal reporting about components of the Group that are regularly reviewed by the chief operating decision-maker in order to allocate resources to segments and to assess their performance. The information reported to the Directors of the Company, who are the chief operating decision-makers, for the purpose of resource allocation and assessment of performance, does not contain discrete operating segment financial information and the Directors reviewed the financial results of the Group as a whole. Therefore, no further information about the operating segment is presented.

Geographical information

During the year, the Group operated within one geographical location because all of its revenue was generated in the PRC and all of its long-term assets/capital expenditure were located/incurred in the PRC. Accordingly, no further geographical information is presented.

Information about major customers

No services provided to a single customer contributed to 10% or more of the total revenue of the Group during the year.

5. REVENUE, OTHER INCOME AND GAIN

An analysis of revenue, other income and gain is as follows:

	2021	2020
	RMB'000	RMB'000
Revenue from contracts with customers		
Tuition fees	580,906	493,381
Boarding fees	92,007	47,668
Education related services	10,667	13,846
Total revenue from contracts with customers	683,580	554,895

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

5. REVENUE, OTHER INCOME AND GAIN — *continued*

(i) Disaggregated revenue information

	2021 RMB'000	2020 RMB'000
Recognised over time		
Tuition fees	580,906	493,381
Boarding fees	92,007	47,668
Education related services	9,470	7,883
	<u>682,383</u>	<u>548,932</u>
Recognised at a point in time		
Education related services	1,197	5,963
	<u>1,197</u>	<u>5,963</u>

(ii) Performance obligations — Education services

The performance obligation is satisfied over time as services are rendered and tuition fees, boarding fees and education related services are generally paid in advance prior to the beginning of each academic year.

Other income and gain

	2021 RMB'000	2020 RMB'000
Other income		
Bank interest income	4,524	2,657
Interest income from loans to third parties	383	—
Operating lease income from operators of supermarkets, snap shops, etc. in the school campus	7,321	3,480
Government grants (note 24)	1,920	21,474
Others	1,034	116
	<u>15,182</u>	<u>27,727</u>
Gain		
Gain on disposal of items of property, plant and equipment	1	198
	<u>15,183</u>	<u>27,925</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

6. FINANCE COSTS

An analysis of finance costs is as follows:

	2021 RMB'000	2020 RMB'000
Interest on bank loans	48,582	58,051
Less: Interest capitalised	(2,642)	(2,290)
	<u>45,940</u>	<u>55,761</u>

7. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging/(crediting):

	Notes	2021 RMB'000	2020 RMB'000
Employee benefit expense (including directors' and chief executive's remuneration (note 8)):			
Wages, salaries and other allowances		214,447	160,671
Pension scheme contributions and social welfare		<u>27,213</u>	<u>19,982</u>
		<u>241,660</u>	<u>180,653</u>
Depreciation of property, plant and equipment	13	51,053	55,231
Depreciation of right-of-use assets	14	15,139	15,137
Amortisation of other intangible assets	15	569	756
Fair value loss on equity investments designated at fair value through profit or loss		(1,169)	—
Listing expense		—	9,498
Auditors' remuneration		2,400	3,120
Impairment of financial assets, net			
Provision/(reversal of provision) for impairment of accounts receivable	17	18	(623)

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

	2021 RMB'000	2020 RMB'000
Fees	995	549
Other emoluments:		
Salaries, allowances and benefits in kind	2,600	2,482
Performance-related bonuses	400	380
Pension scheme contributions and social welfare	150	86
Total	4,145	3,497

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

	2021 RMB'000	2020 RMB'000
Mr. Chen Baizhu	199	183
Mr. Hu Rongen	199	183
Ms. Liu Tao	199	183
Total	597	549

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION — *continued*

(b) Executive directors and non-executive directors

Year ended 31 December 2021

	Fees RMB'000	Salaries, allowances and benefits in kind RMB'000	Performance— related bonuses RMB'000	Pension scheme contributions and social welfare RMB'000	Total remuneration RMB'000
Executive directors:					
— Mr. Zhou Xingzeng	—	1,000	200	150	1,350
— Mr. Zheng Xiangzhan	—	900	200	—	1,100
— Mr. Shi Yinjie	—	700	—	—	700
	—	2,600	400	150	3,150
Non-executive directors:					
— Mr. Du Jusheng	199	—	—	—	199
— Mr. Zhao Donghui	199	—	—	—	199
	398	—	—	—	398
	398	2,600	400	150	3,548

Year ended 31 December 2020

	Fees RMB'000	Salaries, allowances and benefits in kind RMB'000	Performance— related bonuses RMB'000	Pension scheme contributions and social welfare RMB'000	Total remuneration RMB'000
Executive directors:					
— Mr. Zhou Xingzeng	—	900	200	86	1,186
— Mr. Zheng Xiangzhan	—	800	180	—	980
— Mr. Shi Yinjie	—	600	—	—	600
	—	2,300	380	86	2,766
Non-executive directors:					
— Mr. Du Jusheng	—	—	—	—	—
— Mr. Zhao Donghui	—	182	—	—	182
	—	182	—	—	182
	—	2,482	380	86	2,948

There was no arrangement under which a director or the chief executive waived or agreed to waive any remuneration during the year.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

9. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees for the year ended 31 December 2021 included 2 directors (2020: 3), details of whose remuneration are set out in note 8 above. Details of the remuneration of the remaining 3 (2020: 2) highest paid employees who are neither a director nor chief executive of the Company, are as follows:

	2021	2020
	RMB'000	RMB'000
Salaries, allowances and benefits in kind	2,324	1,524
Performance-related bonuses	400	200
Pension scheme contributions and social welfare	150	79
Total	2,874	1,803

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

	Numbers of employees	
	2021	2020
Nil to HK\$500,000	—	—
HK\$500,001 to HK\$1,000,000	1	—
HK\$1,000,001 to HK\$1,500,000	2	2
Total	3	2

10. INCOME TAX

The Company is incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Law of the Cayman Islands and accordingly is not subject to income tax from business carried out in the Cayman Islands.

The Company's directly held subsidiary is incorporated in the BVI as an exempted company with limited liability under the Companies Law of the BVI and accordingly is not subject to income tax from business carried out in the BVI.

The Group was not liable for income tax in Hong Kong and the United States as the Group had no assessable profits derived from or earned in Hong Kong and the United States during the year.

According to the Implementation Rules for the Law for Promoting Private Education (the "Implementation Rules"), private schools for which the school sponsors do not require reasonable returns are eligible to enjoy the same preferential tax treatment as public schools. The preferential tax treatment policies applicable to private schools requiring reasonable returns are to be separately formulated by the financing authority, taxation authority and other authorities under the State Council. As a result, no income tax expense was recognised for the income from the provision of formal educational services in 2020. The university of the Group providing non-academic education services is subject to corporate income tax at a rate of 25%.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

10. INCOME TAX — *continued*

As set out in note 1 to the financial statements, the Group conducted an internal restructuring to convert the PRC operating school of the Group into a for-profit private school to comply with the 2016 Decision and related implementing rules during the year ended 31 December 2020 and the Conversion process was completed in 2021. Therefore, Jian Qiao University Company, which is running the for-profit private school business, is subject to PRC corporate income tax at a rate of 25% from 1 January 2021.

In accordance with the requirements of the tax regulations in the PRC, Gench WFOE applied for the “High and New Technology Enterprise” qualification and obtained the certificate on 4 December 2020. The certificate is effective for three years from 1 January 2020. In December 2021, Gench WFOE obtained the software enterprise and software product certification from the Shanghai Software Industry Association and was subject to a preferential corporate income tax rate of “two exemptions and three half” since the profit-making year. Gench WFOE was in the position of tax loss during the year ended 31 December 2021, therefore, it was subject to a preferential corporate income tax rate of 15% for the year ended 31 December 2021 (2020: 15%).

All of the other subsidiaries of the Group operating in Mainland China were subject to PRC corporate income tax at a rate of 25% during the year.

The major components of income tax expense of the Group are as follows:

	2021 RMB'000	2020 RMB'000
Current — Mainland China	64,471	4,604
Deferred (note 16)	(104)	346
Total tax charge for the year	64,367	4,950

A reconciliation of tax expense applicable to profit before tax at the statutory rate for the jurisdictions in which the Company and the majority of its subsidiaries are domiciled to the income tax expense at the effective tax rates, and a reconciliation of the statutory tax rates to the effective tax rates, during the year are as follows:

	2021 RMB'000	2020 RMB'000
Profit before tax	243,379	198,006
At the statutory income tax rate	61,748	53,106
Expenses not deductible for tax	537	536
Lower tax rate enacted by local authority	569	—
Profits arising from a school not subject to tax	—	(49,537)
Tax losses not recognised	1,513	845
Tax charge at the Group's effective rate	64,367	4,950

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

11. DIVIDENDS

	2021 RMB'000	2020 RMB'000
Proposed final — HK\$0.10 (2020: HK\$0.08) per ordinary share	33,735	27,195
Interim — HK\$0.10 (2020: HK\$0.10) per ordinary share	34,476	34,928
	<u>68,211</u>	<u>62,123</u>

The proposed final dividend for the year is subject to the approval of the Company's shareholders at the forthcoming annual general meeting.

12. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

The calculation of the basic earnings per share amount is based on the profit for the year attributable to ordinary equity holders of the parent of RMB179,012,000 (2020: RMB193,056,000), and the weighted average number of ordinary shares of 413,073,454 (2020: 409,221,311) in issue during the year, as adjusted for the assumption that 299,990,000 new shares issued by way of capitalisation had been completed throughout 2020. The number of shares for the year ended 31 December 2021 has been arrived at after eliminating the shares of the Group held under the Share Award Scheme (as defined in note 25) and shares repurchased.

The Group had no potentially dilutive ordinary shares in issue during the years ended 31 December 2021 and 2020.

The calculations of basic and diluted earnings per share are based on:

	2021 RMB'000	2020 RMB'000
Earnings		
Profit attributable to ordinary equity holders of the parent, used in the basic and diluted earnings per share calculations	<u>179,012</u>	<u>193,056</u>
	Number of shares	
	2021	2020
Shares		
Weighted average number of ordinary shares used in the basic and diluted earnings per share calculations	<u>413,073,454</u>	<u>409,221,311</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

13. PROPERTY, PLANT AND EQUIPMENT

	Buildings and facilities RMB'000	Motor vehicles RMB'000	Furniture and fixtures RMB'000	Devices and equipment RMB'000	Construction in progress RMB'000	Total RMB'000
31 December 2021						
At 31 December 2020 and 1 January 2021:						
Cost	1,975,365	12,606	42,779	71,173	40,472	2,142,395
Accumulated depreciation	(178,595)	(9,853)	(25,017)	(53,530)	—	(266,995)
Net carrying amount	1,796,770	2,753	17,762	17,643	40,472	1,875,400
At 1 January 2021, net of accumulated depreciation	1,796,770	2,753	17,762	17,643	40,472	1,875,400
Additions	—	1,002	2,262	6,821	219,250	229,335
Disposal	—	—	—	(1)	—	(1)
Depreciation provided during the year	(39,318)	(561)	(4,791)	(6,383)	—	(51,053)
At 31 December 2021, net of accumulated depreciation	1,757,452	3,194	15,233	18,080	259,722	2,053,681
At 31 December 2021:						
Cost	1,975,365	13,608	45,041	77,982	259,722	2,371,718
Accumulated depreciation	(217,913)	(10,414)	(29,808)	(59,902)	—	(318,037)
Net carrying amount	1,757,452	3,194	15,233	18,080	259,722	2,053,681

As at 31 December 2021, the original cost of the Group's property, plant and equipment of RMB229,464,000 (2020: RMB220,532,000) was net off by the government grants received (note 24).

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

13. PROPERTY, PLANT AND EQUIPMENT — *continued*

	Buildings and facilities RMB'000	Motor vehicles RMB'000	Furniture and fixtures RMB'000	Devices and equipment RMB'000	Construction in progress RMB'000	Total RMB'000
31 December 2020						
At 31 December 2019 and 1 January 2020:						
Cost	1,821,244	13,430	35,590	64,248	98,299	2,032,811
Accumulated depreciation	(141,490)	(9,768)	(18,840)	(42,292)	—	(212,390)
Net carrying amount	<u>1,679,754</u>	<u>3,662</u>	<u>16,750</u>	<u>21,956</u>	<u>98,299</u>	<u>1,820,421</u>
At 1 January 2020, net of accumulated depreciation						
	1,679,754	3,662	16,750	21,956	98,299	1,820,421
Additions	3,215	—	7,189	6,925	93,079	110,408
Transfers	150,906	—	—	—	(150,906)	—
Disposal	—	(198)	—	—	—	(198)
Depreciation provided during the year	(37,105)	(711)	(6,177)	(11,238)	—	(55,231)
At 31 December 2020, net of accumulated depreciation	<u>1,796,770</u>	<u>2,753</u>	<u>17,762</u>	<u>17,643</u>	<u>40,472</u>	<u>1,875,400</u>
At 31 December 2020:						
Cost	1,975,365	12,606	42,779	71,173	40,472	2,142,395
Accumulated depreciation	(178,595)	(9,853)	(25,017)	(53,530)	—	(266,995)
Net carrying amount	<u>1,796,770</u>	<u>2,753</u>	<u>17,762</u>	<u>17,643</u>	<u>40,472</u>	<u>1,875,400</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

14. LEASES

The Group as a lessee

Right-of-use assets

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

	Leasehold land RMB'000
As at 1 January 2020	658,320
Additions	206
Depreciation charge	(15,137)
As at 31 December 2020 and 1 January 2021	643,389
Additions	—
Depreciation charge	(15,139)
As at 31 December 2021	628,250

The Group as a lessor

The Group leases its school campus area under operating lease arrangements. The terms of the leases generally require the tenants to pay security deposits and provide for periodic rent adjustments according to the then prevailing market conditions. Rental income recognised by the Group during the year was RMB7,321,000 (2020: RMB3,480,000), details of which are included in note 5 to the financial statements.

At 31 December 2021, the undiscounted lease payments receivable by the Group in the future periods under non-cancellable operating leases with its tenants are as follows:

	2021 RMB'000	2020 RMB'000
Within one year	2,770	1,620
In the second to fifth years, inclusive	2,843	240
After five years	—	—
	5,613	1,860

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

15. OTHER INTANGIBLE ASSETS

	2021 RMB'000	2020 RMB'000
Software		
Cost at 1 January, net of accumulated amortisation	1,097	1,853
Additions	499	—
Amortisation provided during the year	(569)	(756)
At 31 December	<u>1,027</u>	<u>1,097</u>
At 31 December:		
Cost	4,022	3,523
Accumulated amortisation	(2,995)	(2,426)
Net carrying amount	<u>1,027</u>	<u>1,097</u>

16. DEFERRED TAX

The movements in deferred tax assets during the year are as follows:

Deferred tax assets

	Amortisation RMB'000	Impairment of financial assets RMB'000	Total RMB'000
At 1 January 2020	176	170	346
Deferred tax credited to profit or loss during the year (note 10)	(176)	(170)	(346)
At 31 December 2020 and 1 January 2021	—	—	—
Deferred tax charged to profit or loss during the year (note 10)	85	19	104
At 31 December 2021	<u>85</u>	<u>19</u>	<u>104</u>

The Group has accumulated tax losses arising in Mainland China of approximately RMB8,173,000 (2020: RMB6,129,000) which are available for offsetting against future taxable profits in one to five years. Deferred tax assets have not been recognised in respect of the losses as they have arisen in subsidiaries that have been loss-making for some time and it is not considered probable that taxable profits will be available against which the taxable losses can be utilised.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

16. DEFERRED TAX — *continued*

Deferred tax assets — *continued*

Deferred tax assets that have not been recognised in respect of the following item:

	2021 RMB'000	2020 RMB'000
Tax losses	8,173	6,129

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

At 31 December 2021, no deferred tax has been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the Group's subsidiaries established in Mainland China. In the opinion of the directors of the Company, the Group's fund will be retained in Mainland China for the expansion of the Group's operation, so it is not probable that these subsidiaries will distribute such earnings in the foreseeable future. The aggregate amounts of temporary differences associated with investments in subsidiaries in Mainland China for which deferred tax liabilities have not been recognised totalled approximately RMB1,247,872,000 as at 31 December 2021.

17. EQUITY INVESTMENT DESIGNATED AT FAIR VALUE THROUGH PROFIT OR LOSS

	2021 RMB'000	2020 RMB'000
Equity investment designated at fair value through other comprehensive income		
Other unlisted investment, at fair value	320	—
	320	—

The above equity investment was irrevocably designated at fair value through other comprehensive income as the Group considers this investment to be strategic in nature.

18. ACCOUNTS RECEIVABLE

	2021 RMB'000	2020 RMB'000
Tuition and boarding fees receivable	5,432	3,568
Impairment	(75)	(57)
	5,357	3,511

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

18. ACCOUNTS RECEIVABLE — *continued*

The Group's students are required to pay tuition fees and boarding fees in advance for the upcoming school year, which normally commences in September. The outstanding receivables represent amounts related to students who have applied for student loans. There is no fixed term for delayed payments. The Group does not hold any collateral or other credit enhancements over its accounts receivable balances. Accounts receivable are non-interest-bearing.

An ageing analysis of the accounts receivable as at the end of the reporting period, based on the transaction date and net of loss allowance, is as follows:

	2021 RMB'000	2020 RMB'000
Accounts receivable:		
Within 1 year	4,458	2,821
1 to 2 years	785	574
2 to 3 years	111	107
Over 3 years	3	9
	<u>5,357</u>	<u>3,511</u>

The movements in the loss allowance for impairment of accounts receivable are as follows:

	2021 RMB'000	2020 RMB'000
At beginning of year	57	680
Provision/(reversal of provision) for impairment losses, net (note7)	18	(623)
At the end of year	<u>75</u>	<u>57</u>

The increase (2020: decrease) in the loss allowance was due to the significant changes in the gross carrying amount of the accounts receivables which were past due.

The outstanding receivables represent amounts related to students who have applied for the delayed payment of tuition fees and boarding fees. There is no fixed term for delayed payments. In view of the aforementioned and the fact that the Group's accounts receivable related to a large number of individual students, there is no significant concentration of credit risk. The Group does not hold any collateral or other credit enhancements over its accounts receivable balances.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

18. ACCOUNTS RECEIVABLE — *continued*

Set out below is the information about the credit risk exposure on the Group's accounts receivable using a provision matrix:

Tuition fees receivable

31 December 2021

	Past due				Total
	Less than 12 months	13–24 months	25–36 months	Over 36 months	
Collective assessment					
Expected credit loss rate	0.68%	4.51%	13.46%	50.00%	1.60%
Gross carrying amount (RMB'000)	3,825	688	104	6	4,623
Expected credit losses (RMB'000)	26	31	14	3	74

31 December 2020

	Past due				Total
	Less than 12 months	13–24 months	25–36 months	Over 36 months	
Collective assessment					
Expected credit loss rate	0.49%	4.44%	13.68%	47.06%	2.11%
Gross carrying amount (RMB'000)	2,021	496	117	17	2,651
Expected credit losses (RMB'000)	10	22	16	8	56

Boarding fees receivable

31 December 2021

	Past due				Total
	Less than 12 months	13–24 months	25–36 months	Over 36 months	
Collective assessment					
Expected credit loss rate	0.07%	0.78%	2.18%	7.50%	0.12%
Gross carrying amount (RMB'000)	659	129	21	—	809
Expected credit losses (RMB'000)	—	1	—	—	1

31 December 2020

	Past due				Total
	Less than 12 months	13–24 months	25–36 months	Over 36 months	
Collective assessment					
Expected credit loss rate	0.06%	0.99%	2.42%	7.50%	0.11%
Gross carrying amount (RMB'000)	810	101	6	—	917
Expected credit losses (RMB'000)	—	1	—	—	1

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

19. PREPAYMENTS AND OTHER RECEIVABLES

	Notes	2021 RMB'000	2020 RMB'000
<i>Current portion:</i>			
Prepayments to suppliers	(i)	3,880	1,368
Receivables from staff	(i)	1,823	2,072
Other receivables and deposits	(i)	2,001	559
		<u>7,704</u>	<u>3,999</u>
<i>Non-current portion:</i>			
Prepayment for property, plant and equipment	(i)	48,418	142,265
Loan to a third party	(ii)	9,198	—
		<u>57,616</u>	<u>142,265</u>

Notes:

- (i) Other receivables are unsecured, non-interest-bearing and have no fixed terms of repayment. There was no loss allowance made for impairment of other receivables during the year.
- (ii) The loan bears interest at a fixed rate of 5% per annum and will become mature within five years from the date when the loan was granted. The interest is paid once a year and the principal of the loans will be repaid in a lump sum at maturity.

As at 31 December 2021, the internal credit rating of other receivables from third parties and others was regarded as the grade of performing. The Group has assessed that the credit risk of these receivables has not increased significantly since initial recognition and measured the impairment based on 12-month expected credit losses, and has assessed that the expected credit losses were immaterial.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

20. CASH AND CASH EQUIVALENTS

	2021 RMB'000	2020 RMB'000
Cash and bank balances	488,735	546,293
Time deposits	—	168,328
Cash and cash equivalents	<u>488,735</u>	<u>714,621</u>

At 31 December 2021, the cash and bank balances of the Group denominated in RMB amounted to RMB437,839,000. The RMB is not freely convertible into other currencies, however, under Mainland China's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default. The carrying amounts of the cash and cash equivalents approximated to their fair values.

21. OTHER PAYABLES AND ACCRUALS

	Notes	2021 RMB'000	2020 RMB'000
Payables for purchase of property, plant and equipment		827	3,506
Payables for construction projects		40,268	35,029
Other tax payable		4,092	1,683
Rental advance		579	—
Miscellaneous advances received from students	(i)	34,063	31,565
Accrued bonuses and other employee benefits		39,445	35,685
Accrued interest expenses		875	1,140
Security deposit		3,912	—
Other payables		<u>26,239</u>	<u>7,756</u>
		<u>150,300</u>	<u>116,364</u>

- (i) The advances represented expenses relating to textbooks, military training, medical examination, insurance, etc. collected from students which will be paid on behalf of the students.

The above balances are unsecured, non-interest-bearing and repayable on demand.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

22. CONTRACT LIABILITIES

The Group recognised the following revenue-related contract liabilities, which represented the unsatisfied performance obligation as 31 December 2021, and are expected to be recognised as revenue within one year:

	2021 RMB'000	2020 RMB'000
Tuition fees	333,400	289,072
Boarding fees	61,682	58,169
Total contract liabilities	395,082	347,241

The Group receives tuition and boarding fees from students in advance prior to the beginning of each academic year. Tuition and boarding fees are recognised proportionately over the relevant period of the respective program. The students are entitled to the refund of payments in relation to the proportionate services not yet rendered.

Significant changes in contract liabilities during the year are as follows:

	2021 RMB'000	2020 RMB'000
At the beginning of the year	347,241	307,208
Revenue recognised that was included in the contract liabilities at the beginning of the year	(347,241)	(307,208)
Increase due to cash received, excluding amounts recognised as revenue during the year	395,082	347,241
At the end of the year	395,082	347,241

There were no contract assets at the end of each reporting period recognised in the consolidated statement of financial position.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

23. INTEREST-BEARING BANK BORROWINGS

	2021			2020		
	Effective interest rate (%)	Maturity	RMB'000	Effective interest rate (%)	Maturity	RMB'000
Current						
Bank loans — secured	—	2022	—	3.48–4.30	2021	305,822
Current portion of long term bank loans — secured	4.20	2022	42,000	4.66–5.46	2021	106,000
			42,000			411,822
Non-current						
Bank loans — secured	4.20	2023–2030	742,280	4.66–5.46	2022–2026	712,780
			742,280			712,780
			784,280			1,124,602

	2021 RMB'000	2020 RMB'000
Analysed into:		
Repayable within one year	42,000	411,822
Repayable in the second year	50,000	155,500
Repayable in the third to fifth years, inclusive	355,000	557,280
Repayable beyond five years	337,280	—
	742,280	712,780
	784,280	1,124,602

The Group's bank borrowings are all denominated in RMB.

The Group's bank borrowings of RMB784,280,000 as at 31 December 2021 (2020: RMB874,602,000) were borrowings with floating interest rates.

As at 31 December 2021, the Group's bank borrowings of RMB784,280,000 (2020: RMB681,280,000) were secured by the Group's rights over tuition fees and boarding fees.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

23. INTEREST-BEARING BANK BORROWINGS — continued

Certain of the Group's bank borrowings are guaranteed by the following related parties:

	2021 RMB'000	2020 RMB'000
	(Amount of bank borrowings guaranteed)	
Name of related parties (as defined in note 30)		
Jointly, Jian Qiao Assets Management, Mr. Zhou Xingzeng and Ms. Huang Xiaomei	—	471,680
Jointly, Jian Qiao Assets Management and Mr. Zhou Xingzeng	—	209,600
	—	681,280

24. DEFERRED INCOME

	Notes	2021 RMB'000	2020 RMB'000
At beginning of year		28,590	42,387
Received during the year		41,866	64,000
Deduction of the carrying amount of the assets (note 13)	(1)	(8,932)	(25,740)
Deduction of the related expense	(2)	(39,627)	(30,583)
Recognised in other income (note 5)	(3)	(1,920)	(21,474)
At end of year		19,977	28,590
Current		6,468	2,412
Non-current		13,509	26,178
		19,977	28,590

- (1) The grants are related to the improvement of teaching facilities on certain special projects. Upon completion of the related projects, the grants related to an asset would be deducted from the carrying amount of the assets.
- (2) The grants are mainly related to the subsidies received from the government for the purpose of subsidising students and government promoted programs. Upon completion of the related activities, the grants would be released to profit or loss and deducted from the related expenditure to which they relate. Government grants received for which expenditure has not yet been undertaken are included in deferred income.
- (3) The grants mainly represent the tax refund from the local government recognised in other income and gains upon receipt. There are no unfulfilled conditions or contingencies relating to these grants.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

25. SHARE AWARD SCHEME

On 11 December 2020, the Board of Directors approved an employee share award scheme (“Share Award Scheme”) under which: (i) an employee (whether full time or part time), executive or officer, (ii) a director (including any executive, non-executive and independent non-executive director), or (iii) any consultant or adviser (whether professional or otherwise being engaged whether on an employment or contractual or honorary basis or otherwise and whether paid or unpaid) of any member of the Group who, in the sole discretion of the Board, has contributed or may contribute to the growth and development of the Group (the “Eligible Participant”), will be entitled to participate. The purposes and objectives of the Share Award Scheme are (i) to recognise the contributions by certain Eligible Participants and to provide them with incentives in order to retain them for the continual operation and development of the Group; and (ii) to attract suitable personnel for further development of the Group.

Subject to any early termination as may be determined by the Board pursuant to rules of the Share Award Scheme (the “Scheme Rules”), the Share Award Scheme shall be valid and effective from 11 December 2020 to the date the last of the number of shares determined by the Board and granted to such relevant Eligible Participant selected by the Board pursuant to the Scheme Rules for participating in the Share Award Scheme (the “Selected Participant”) has been vested and transferred to the Selected Participant or has lapsed in accordance with the Scheme Rules provided that no award shall be made on or after the 10th anniversary of 11 December 2020.

The Share Award Scheme shall be subject to the administration of the Board in accordance with the Scheme Rules and the terms of the trust deed (the “Trust Deed”) which was entered into between the Company as settlor and the trustee (as restated, supplemented and amended from time to time), namely CMB Wing Lung (Trustee) Limited (the “Trustee”), on 11 December 2020. The Trustee shall hold the trust fund (including the awarded shares and related income) in accordance with the terms of the Trust Deed. The Board may from time to time issue implementation and operation manual for the Share Award Scheme.

The Board may, at any time and from time to time (a) cause the Company to issue and allot new Shares to the Trustee under a general mandate, or (b) cause to be paid an amount of cash to the Trustee for the purchase of the shares on and/or off the market for the operation of the Share Award Scheme.

Subject to the terms and conditions of the Share Award Scheme and the fulfillment of all relevant vesting conditions, the respective awarded shares held by the Trustee on behalf of a Selected Participant shall vest in accordance with the vesting schedule (if any) and the Trustee shall cause the awarded shares to be transferred to such Selected Participant on the vesting date(s), provided that the Selected Participant remains at all times after the grant of the awarded shares and on each relevant vesting date(s) an Eligible Participant.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

25. SHARE AWARD SCHEME — *continued*

The following shares were purchased by the Trustee under the Share Award Scheme during the year ended 31 December 2021:

	Number of shares purchased for the Share Award Scheme	Total RMB'000
At 1 January 2021	—	—
Purchased and withheld	10,808,500	46,538
At 31 December 2021	10,808,500	46,538

Since 11 December 2020 and up to the date of approval of these financial statements, the Board neither granted, lapsed or cancelled any awards.

26. SHARE CAPITAL

	2021	2020
Number of ordinary shares		
Authorised:		
Ordinary shares of HK\$0.01 each	500,000,000	500,000,000
Issued and fully paid:		
Ordinary shares of HK\$0.01 each	415,000,000	415,000,000

	2021 RMB'000	2020 RMB'000
Authorised:		
Ordinary shares of HK\$0.01 each	4,462	4,462
Issued and fully paid:		
Ordinary shares of HK\$0.01 each	3,677	3,677

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

26. SHARE CAPITAL — continued

A summary of movements in the Group's issued capital during the year ended 31 December 2020 is as follows:

	Notes	Number of shares in issue	Issued capital RMB'000
Before the capitalisation issue		10,000	—
Capitalisation issue	(a)	299,990,000	2,656
Global offering (excluding shares issued under the over-allotment option)	(b)	100,000,000	886
Over-allotment	(c)	15,000,000	135
As at 31 December 2021		<u>415,000,000</u>	<u>3,677</u>

- (a) On 16 January 2020, a total of 299,990,000 shares were issued by way of capitalisation (the "Capitalisation Issue") with a par value HK\$0.01 each, and the respective share capital amount was approximately RMB2,656,000.
- (b) On 16 January 2020, 100,000,000 shares of HK\$0.01 each of the Company were issued at HK\$6.05 by way of placing and public offering and the Company's shares were listed on the Main Board of the Stock Exchange. The proceeds of HK\$1,000,000 (approximately RMB886,000), representing the par value, have been credited to the Company's share capital, and the remaining proceeds of HK\$604,000,000 (approximately RMB534,896,000) have been credited to the share premium account.
- (c) On 11 February 2020, the Company further issued 15,000,000 ordinary shares of HK\$0.01 each at a subscription price of HK\$6.05 per share pursuant to the exercise of over-allotment option, resulting in a share premium of RMB81,549,000, representing the difference between the subscription price and nominal value of the Company's ordinary shares before netting off the share issue cost.

27. RESERVES

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity on page 131 of the financial statements.

(a) Share premium reserve

The application of the share premium account is governed by the Companies Law of the Cayman Islands. Under the constitutional documents and the Companies Law of the Cayman Islands, the share premium is distributable as dividend on the condition that the Company is able to pay its debts when they fall due in the ordinary course of business at the time the proposed dividend is to be paid.

(b) Capital reserve

The capital reserve of the Group represents the capital contribution from the then equity holders of the Group's subsidiaries, after elimination of investments in subsidiaries. The additions during the year ended 31 December 2021 represent the injection of additional paid-up capital by the then equity holders of the Group's subsidiaries.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

27. RESERVES — *continued*

(c) Statutory surplus reserves

Pursuant to the relevant laws in the PRC, the Company's subsidiaries in the PRC shall make appropriations from after-tax profit to non-distributable reserve funds as determined by the boards of directors of the relevant PRC subsidiaries. These reserves include the general reserve of the limited liability companies.

In accordance with the Company Law of the PRC, certain subsidiaries of the Group which are domestic enterprises are required to allocate 10% of their profit after tax, as determined in accordance with the relevant PRC accounting standards, to their respective statutory surplus reserves until the reserves reach 50% of their respective registered capital. Subject to certain restrictions set out in the Company Law of the PRC, part of the statutory surplus reserves may be converted to share capital, provided that the remaining balance after the capitalisation is not less than 25% of the registered capital.

28. NOTE TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

Changes in liabilities arising from financing activities

	Dividend payable RMB'000	Interest-bearing bank borrowings RMB'000	Interest payable RMB'000
At 1 January 2020	—	1,131,280	1,518
Cash flows used in financing activities	(34,489)	(6,678)	(58,429)
2020 interim dividend declaration	34,928	—	—
Interest expense	—	—	55,761
Interest capitalised	—	—	2,290
At 31 December 2020	439	1,124,602	1,140
Cash flows used in financing activities	(61,671)	(340,322)	(48,847)
2020 final dividend declared	27,195	—	—
2021 interim dividend declared	34,476	—	—
Interest expense	—	—	45,940
Interest capitalised	—	—	2,642
Effect of foreign exchange rate changes, net	(12)	—	—
At 31 December 2021	427	784,280	875

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

29. COMMITMENTS

The Group had the following capital commitments at the end of the reporting period:

	2021 RMB'000	2020 RMB'000
Contracted, but not provided for:		
Property, plant and equipment	751	214,370
Authorised, but not contracted for:		
Property, plant and equipment	110,341	71,750

30. RELATED PARTY TRANSACTIONS

(1) Name and relationship

The directors of the Group are of the opinion that the following parties/companies are related parties that had transactions or balances with the Group during the year:

Name of related party	Relationship with the Group
Mr. Zhou Xingzeng	Chairman
Ms. Huang Xiaomei	Spouse of Mr. Zhou Xingzeng
上海琪遇酒店管理有限公司 ("Qi Yu Hotel Management Limited")	A company controlled by a family member of Mr. Zhou Xingzeng
上海建橋集團資產管理有限公司 ("Jian Qiao Assets Management")	An associate of Mr. Zhou Xingzeng

(2) Transactions with related parties

	2021 RMB'000	2020 RMB'000
Services received from a related company		
Qi Yu Hotel Management Limited	517	—

The transaction was carried out in accordance with the terms and conditions mutually agreed by the parties involved.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

30. RELATED PARTY TRANSACTIONS — *continued*

(3) Other transactions with related parties

Certain of the Group's bank borrowings are guaranteed by the following related parties:

	2021 RMB'000	2020 RMB'000
	(Amount of bank borrowings guaranteed)	
Name of related parties		
Jointly, Jian Qiao Assets Management, Mr. Zhou Xingzeng and Ms. Huang Xiaomei	—	471,680
Jointly, Jian Qiao Assets Management and Mr. Zhou Xingzeng	—	209,600
	—	681,280

(4) Compensation of key management personnel of the Group:

	2021 RMB'000	2020 RMB'000
Short-term employee benefits	5,581	4,396
Pension scheme contributions	401	97
	5,982	4,493

Further details of directors' emoluments are included in note 8 to the financial statements.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

31. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of each reporting period are as follows:

31 December 2021

Financial assets

	Financial assets at fair value through profit or loss Mandatorily designated as such RMB'000	Financial assets at amortised cost RMB'000	Total RMB'000
Long-term prepayments and other receivable	—	9,198	9,198
Equity investments designated at fair value through profit or loss (note 17)	320	—	320
Accounts receivable	—	5,357	5,357
Financial assets included in prepayments and other receivables (note 19)	—	3,824	3,824
Cash and cash equivalents	—	488,735	488,735
	<u>320</u>	<u>507,114</u>	<u>507,434</u>

Financial liabilities

	Financial liabilities at amortised cost RMB'000	Total RMB'000
Financial liabilities included in other payables and accruals (note 21)	106,184	106,184
Dividend payable	427	427
Interest-bearing bank borrowings	784,280	784,280
	<u>890,891</u>	<u>890,891</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

31. FINANCIAL INSTRUMENTS BY CATEGORY — *continued*

31 December 2020

Financial assets

	Financial assets at amortised cost RMB'000	Total RMB'000
Accounts receivable	3,511	3,511
Financial assets included in prepayments and other receivables (note 19)	2,631	2,631
Cash and cash equivalents	714,621	714,621
	<u>720,763</u>	<u>720,763</u>

Financial liabilities

	Financial liabilities at amortised cost RMB'000	Total RMB'000
Financial liabilities included in other payables and accruals (note 21)	78,996	78,996
Dividend payable	439	439
Interest-bearing bank borrowings	1,124,602	1,124,602
	<u>1,204,037</u>	<u>1,204,037</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

32. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments as at the end of the reporting period, other than those with carrying amounts that reasonably approximate to fair values, are as follows:

	Carrying amounts		Fair values	
	2021 RMB'000	2020 RMB'000	2021 RMB'000	2020 RMB'000
Financial assets				
Other receivable — non-current (note 19)	9,198	—	9,198	—
Equity investments designated at fair value through profit or loss (note 17)	320	—	320	—
	<u>9,518</u>	<u>—</u>	<u>9,518</u>	<u>—</u>
Financial liabilities				
Interest-bearing bank borrowings (note 23)	<u>784,280</u>	<u>1,124,602</u>	<u>806,243</u>	<u>1,143,786</u>

Management has assessed that the fair values of accounts receivable, the current portion of financial assets included in prepayments and other receivables, cash and cash equivalents and financial liabilities included in other payables and accruals approximate to their carrying amounts largely due to the short term maturities of these instruments.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values.

For the fair value of the unlisted equity investment at fair value through other comprehensive income, management has estimated the potential effect of using reasonably possible alternatives as inputs to the valuation model.

The fair values of listed equity investments are based on quoted market prices. The fair values of unlisted equity investments designated at fair value through other comprehensive income have been estimated using a market-based valuation technique based on assumptions that are not supported by observable market prices or rates. The valuation requires the directors to determine comparable public companies (peers) based on industry, size, leverage and strategy, and to calculate an appropriate price multiple, such as price to book ("P/B") multiple, for each comparable company identified. The multiple is calculated by dividing the price per share of the comparable company by net assets value per share. The trading multiple is then discounted for considerations such as illiquidity and size differences between the comparable companies based on company-specific facts and circumstances. The discounted multiple is applied to the corresponding earnings measure of the unlisted equity investments to measure the fair value. The directors believe that the estimated fair values resulting from the valuation technique, which are recorded in the consolidated statement of financial position, and the related changes in fair values, which are recorded in other comprehensive income, are reasonable, and that they were the most appropriate values at the end of the reporting period.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

32. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

— *continued*

The fair values of the interest-bearing bank borrowings have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The Group's own non-performance risk for interest-bearing bank borrowings was assessed to be insignificant as at the end of the reporting period.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all required significant inputs to fair value of an instrument are observable, the instruments are included in Level 2. If one or more of the significant inputs are not based on observable market data, the instruments are included in Level 3.

Below is a summary of significant unobservable inputs to the valuation of financial instruments together with a quantitative sensitivity analysis at the end of the reporting period:

	Valuation technique	Significant unobservable input	Ratio	Sensitivity of fair value to the input
Equity investments designated at fair value through profit or loss	Valuation multiples	Average PB multiple of peers	0.85	0.5% increase/(decrease) in multiple would result in (decrease)/increase in fair value by RMB1,000/RMB1,000
		Discount for lack of marketability	20%	0.5% increase/(decrease) in multiple would result in (decrease)/increase in fair value by RMB1,000/RMB1,000

The discount for lack of marketability represents the amounts of premiums and discounts determined by the Group that market participants would take into account when pricing the investments.

Fair value hierarchy

The following tables illustrate the fair value measurement hierarchy of the Group's financial instruments:

Assets measured at fair value:

There was no financial instrument for which fair value was measured at fair value as at 31 December 2020.

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
As at 31 December 2021				
Equity investments designated at fair value through profit or loss	—	—	320	320

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

32. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

— *continued*

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

	2021 RMB'000	2020 RMB'000
Equity investments designated at fair value through profit or loss		
At 1 January	—	—
Addition	1,498	—
Total losses recognised in profit or loss included in other expenses	(1,169)	—
Effect of foreign exchange rate changes	(9)	—
	320	—

The Group did not have any financial liabilities measured at fair value as at 31 December 2020.

Liabilities for which fair values are disclosed:

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
As at 31 December 2021				
Other receivable — non-current (note 19)	—	—	9,198	9,198
Interest-bearing bank borrowings	—	806,243	—	806,243
	—	806,243	9,198	815,441
As at 31 December 2020				
Interest-bearing bank borrowings	—	1,143,786	—	1,143,786

During the years ended 31 December 2021 and 2020, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The main risks arising from the Group's financial instruments are interest rate risk, credit risk and liquidity risk. The board of directors reviews and agrees policies for managing each of these risks and they are summarised below:

(a) Interest rate risk

The Group's exposure to risk of changes in market interest rates relates primarily to the Group's interest-bearing bank borrowings set out in note 23. The Group does not use derivative financial instruments to hedge interest rate risk. The Group manages its interest cost using variable rate bank borrowings.

The sensitivity analysis below has been determined based on the exposure to interest rates for the Group's variable rate bank loans and bank balances at the end of each reporting period and assumed that the amount outstanding at the end of each reporting period was outstanding for the whole year. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points higher/lower and all other variables were held constant, the Group's post-tax profit for the years ended 31 December 2021 and 2020 would decrease/increase by RMB2,887,000 and RMB4,846,000, respectively. This is mainly attributable to the Group's exposure to interest rates on its bank balances and borrowing with variable rates.

(b) Credit risk

The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis and the Group's exposure to bad debts is not significant.

The table below shows the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December. The amounts presented are gross carrying amounts for financial assets.

	12-month		Lifetime ECLs		Total
	ECLs		ECLs		
	Stage 1	Stage 2	Stage 3	Simplified approach	
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
As at 31 December 2021					
Long-term prepayments and other receivable	9,198	—	—	—	9,198
Accounts receivable*	—	—	—	5,432	5,432
Financial assets included in prepayments and other receivables**	3,824	—	—	—	3,824
Cash and cash equivalents	488,735	—	—	—	488,735
	<u>501,757</u>	<u>—</u>	<u>—</u>	<u>5,432</u>	<u>507,189</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES — *continued*

(b) Credit risk — *continued*

	12-month		Lifetime ECLs		Total RMB'000
	ECLs				
	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Simplified approach RMB'000	
As at 31 December 2020					
Accounts receivable*	—	—	—	3,568	3,568
Financial assets included in prepayments and other receivables**	2,631	—	—	—	2,631
Cash and cash equivalents	714,621	—	—	—	714,621
	<u>717,252</u>	<u>—</u>	<u>—</u>	<u>3,568</u>	<u>720,820</u>

* For accounts receivable to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 18 to the financial statements.

** The credit quality of the financial assets included in prepayments and other receivables is considered to be “normal” when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be “doubtful”.

Further quantitative data in respect of the Group’s exposure to credit risk arising from accounts receivable are disclosed in note 18 to the financial statements.

Since the Group trades only with recognised and creditworthy customers, there is no requirement for collateral. Concentrations of credit risk are managed by customer/counterparty, by geographical region and by industry sector. There are no significant concentrations of credit risk within the Group as the customer bases of the Group’s accounts receivable are widely dispersed in different sectors and industries.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES — *continued*

(c) Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of interest-bearing bank borrowings. Cash flows are closely monitored on an ongoing basis.

The maturity profile of the Group's financial liabilities as at the end of reporting period, based on contractual undiscounted payments, is as follows:

	On demand RMB'000	Less than 3 months RMB'000	3 to 12 months RMB'000	Over 1 year RMB'000	Total RMB'000
31 December 2021					
Financial liabilities included in other payables and accruals (note 21)	106,184	—	—	—	106,184
Dividend payable	427	—	—	—	427
Interest-bearing bank borrowings	—	9,127	69,088	876,680	954,895
	<u>106,611</u>	<u>9,127</u>	<u>69,088</u>	<u>876,680</u>	<u>1,061,506</u>

	On demand RMB'000	Less than 3 months RMB'000	3 to 12 months RMB'000	Over 1 year RMB'000	Total RMB'000
31 December 2020					
Financial liabilities included in other payables and accruals (note 21)	78,996	—	—	—	78,996
Dividend payable	439	—	—	—	439
Interest-bearing bank borrowings	—	67,164	389,946	788,869	1,245,979
	<u>79,435</u>	<u>67,164</u>	<u>389,946</u>	<u>788,869</u>	<u>1,325,414</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES — *continued*

(d) Capital management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes for managing capital during the years ended 31 December 2021 and 2020.

The Group monitors capital using a gearing ratio, which is total debt divided by total equity. Total debt includes interest-bearing bank borrowings. Total equity represents equity attributable to owners of the parent. The gearing ratios as at the end of the reporting periods were as follows:

	2021 RMB'000	2020 RMB'000
Interest-bearing bank borrowings	784,280	1,124,602
Total debt	784,280	1,124,602
Total equity	1,828,239	1,762,387
Gearing ratio	42.9%	63.8%

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

34. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

	31 December 2021 RMB'000	31 December 2020 RMB'000
NON-CURRENT ASSETS		
Investments in subsidiaries	—	—*
Total non-current assets	—	—
CURRENT ASSETS		
Due from fellow subsidiaries	375,557	338,868
Prepayments and other receivables	188	81
Cash and cash equivalents	73,611	180,352
Total current assets	449,356	519,301
CURRENT LIABILITIES		
Other payables and accruals	320	453
Dividend payable	427	439
Due to fellow subsidiaries	3,053	3,053
Total current liabilities	3,800	3,945
NET CURRENT ASSETS	445,556	515,356
TOTAL ASSETS LESS CURRENT LIABILITIES	445,556	515,356
NET ASSETS	445,556	515,356
EQUITY		
Equity attributable to owners of the parent		
Share capital	3,677	3,677
Share premium	489,484	551,155
Reserves (Note)	(47,605)	(39,476)
TOTAL EQUITY	445,556	515,356

* The balance represents an amount less than RMB1,000.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

34. STATEMENT OF FINANCIAL POSITION OF THE COMPANY — *continued*

Note:

A summary of the Company's reserves is as follows:

	Exchange fluctuation reserve RMB'000	Accumulated losses RMB'000	Total RMB'000
Balance at 1 January 2020	(337)	(25,537)	(25,874)
Profit for the year	—	14,818	14,818
Other comprehensive loss for the year			
Exchange differences on translation of foreign operations	(28,420)	—	(28,420)
Total comprehensive loss for the year	(28,420)	14,818	(13,602)
At 31 December 2020 and 1 January 2021	(28,757)	(10,719)	(39,476)
Profit for the year	—	6,083	6,083
Other comprehensive loss for the year			
Exchange differences on translation of foreign operations	(14,212)	—	(14,212)
Total comprehensive loss for the year	(14,212)	6,083	(8,129)
At 31 December 2021	(42,969)	(4,636)	(47,605)

35. EVENTS AFTER THE REPORTING PERIOD

On 29 March 2022, the Company has resolved to recommend the payment of a final dividend of HK\$0.10 per ordinary share for the year ended 31 December 2021 (the "2021 Final Dividend") to the shareholders whose names appear on the register of members of the Company on 8 June 2022. Such proposal is subject to the approval by the shareholders of the Company at the forthcoming annual general meeting of the Company.

36. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 29 March 2022.

DEFINITION

“2016 Decision”	the Decision on Amending the Law for Promoting Private Education of the PRC (《關於修改〈中華人民共和國民辦教育促進法〉的決定》) approved by the Standing Committee of the National People’s Congress on November 2016, which took effect on 1 September 2017
“affiliate(s)”	with respect to any specific person, any other person, directly or indirectly, controlling or controlled by or under direct or indirect common control with such specified person
“Appointed School Directors”	eight directors (representing more than two-thirds of the board being the quorum required for approving material decisions) of Jian Qiao University Company, being Mr. Zhou Xingzeng, Mr. Zheng Xiangzhan, Mr. Shi Yinjie, Mr. Chen Zhiyong, Mr. Zhu Ruiting, Mr. Yu Xiaoguang, Ms. Jing Xiaohuai, and Ms. Chen Wei
“Articles of Association” or “Articles”	the articles of association of our Company as amended, supplemented or otherwise modified from time to time
“associate(s)”	has the meaning ascribed thereto in the Listing Rules
“Audit Committee”	the audit committee of our Company
“Board”	the board of Directors of our Company
“Board Committee(s)”	the Audit Committee, the Remuneration Committee and the Nomination Committee
“CG Code”	the Corporate Governance Code as set out in Appendix 14 to the Listing Rule
“China” or “PRC”	the People’s Republic of China excluding for the purpose of this annual report, Hong Kong, the Macau Special Administrative Region and Taiwan
“Companies Ordinance”	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) as amended, supplemented or otherwise modified from time to time
“Company” or “our Company”	Shanghai Gench Education Group Limited
“connected person(s)”	has the meaning ascribed to it under the Listing Rules
“Contractual Arrangements”	the Old Contractual Arrangements and the New Contractual Arrangements
“Director(s)”	the director(s) of our Company
“Directors’ Powers of Attorney”	the school directors’ powers of attorney executed by certain directors of our University dated 11 December 2018
“Equity Pledge Agreements”	the equity pledge agreement entered into by and among the Registered Shareholders, Jian Qiao Group and Gench WFOE dated 11 December 2018 and the equity pledge agreement entered into by and among the Registered Shareholders, Jian Qiao Group and Jian Qiao Investment dated 11 December 2018
“Exclusive Call Option Agreement”	the exclusive call option agreement entered into by and among Gench WFOE, the PRC Affiliated Entities and the Registered Shareholders dated 11 December 2018

DEFINITION

“Exclusive Technical Service and Management Consultancy Agreement”	the exclusive technical service and management consultancy agreement entered into by and among Gench WFOE and the PRC Affiliated Entities dated 11 December 2018
“Foreign Investment Law”	the Foreign Investment Law of the PRC (中華人民共和國外商投資法), as enacted by the 13th National People’s Congress on 15 March 2019, which came into effect on 1 January 2020
“Gench BVI”	Shanghai Gench Education Holdings Limited (上海建橋教育控股有限公司), a limited liability company established under the laws of BVI on 15 May 2018 and a wholly-owned subsidiary of our Company
“Gench HK”	Gench Education Group (Hong Kong) Limited (建橋教育集團(香港)有限公司), a limited liability company incorporated in Hong Kong on 1 June 2018 and a wholly-owned subsidiary of our Company
“Gench US”	Gench Education Group US, Inc, a company incorporated in the State of California the United States on 13 August 2018 and a wholly-owned subsidiary of our Company
“Gench WFOE”	Wangting Education Technology (Shanghai) Limited (望亭教育科技(上海)有限公司), a limited liability company established under the laws of the PRC on 31 October 2018, which is wholly-owned by Gench HK
“Group”, “our Group”, “we” or “us”	our Company, its subsidiaries and PRC Affiliated Entities from time to time, or, where the context so requires in respect of the period before our Company became the holding company of our present subsidiaries, the entities which carried on the business of the present Group at the relevant time
“HK\$” or “HKD”	Hong Kong dollars, the lawful currency of Hong Kong
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“Independent Third Party(ies)”	an individual(s) or a company(ies) who or which is/are independent of and not connected with (within the meaning of the Listing Rules) any Director, chief executive or substantial shareholder (within the meaning of the Listing Rules) of our Company, its subsidiaries or any of their respective associates
“IPO Waiver”	the waiver granted by the Stock Exchange to our Company from strict compliance with (i) the announcement and independent Shareholders’ approval requirements under Chapter 14A of the Listing Rules in respect of the transactions under the Contractual Arrangements; (ii) the requirement of setting a maximum aggregate annual value (i.e. an annual cap) for the fees payable to our Group under the Contractual Arrangements; and (iii) the requirement of limiting the term of the Contractual Arrangements to three years or less, for so long as the Shares are listed on the Stock Exchange, subject to certain conditions, details of which are set out in the section headed “Connected Transactions” of the Prospectus

DEFINITION

“Jian Qiao Group”	Shanghai Jian Qiao (Group) Limited* (上海建橋(集團)有限公司), a limited liability company established under the laws of the PRC on 7 November 2000, which is owned by the Registered Shareholders. It is an affiliated entity of our Company
“Jian Qiao Investment”	Shanghai Jian Qiao Investment and Development Limited* (上海建橋投資發展有限公司), a limited liability company established under the laws of the PRC on 3 August 1999, which is wholly-owned by Jian Qiao Group. It is an affiliated entity of our Company
“Jian Qiao University Company”	Shanghai Jian Qiao University Co., Ltd.* (上海建橋學院有限責任公司), a limited liability company established under the laws of the PRC on 28 September 2020, of which the equity interest is owned as to 90% by Jian Qiao Group and as to 10% by Jian Qiao Investment. It is an affiliated entity of our Company
“Listing”	the listing of our Shares on the Main Board of the Stock Exchange
“Listing Date”	16 January 2020, since which our Shares have been listed on the Main Board
“Listing Rules”	the Rules Governing the Listing of Securities on the Stock Exchange, as amended from time to time
“Main Board”	the stock exchange (excluding the option market) operated by the Stock Exchange which is independent from and operated in parallel with the GEM of the Stock Exchange
“Memorandum of Association” or “Memorandum”	the memorandum of association of our Company adopted on 19 December 2019, as amended from time to time
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix 10 to the Listing Rules
“MOE”	the Ministry of Education of the PRC
“Mr. Zhou”	Mr. Zhou Xingzeng, the chairman, an executive Director and a Shareholder of our Company
“Negative List”	Special Administrative Measures for Access of Foreign Investment (Negative List) (2021) (《外商投資准入特別管理措施(負面清單)(2021年版)》), which became effective on 1 January 2022
“New Business Cooperation Agreement”	the business cooperation agreement entered into by and among Gench WFOE, the New Registered Shareholders and the New PRC Affiliated Entities dated 29 January 2021

DEFINITION

“New Contractual Arrangements”	collectively, (1) the New Business Cooperation Agreement, (2) the New Exclusive Technical Service and Management Consultancy Agreement, (3) the New Exclusive Call Option Agreement, (4) the New Directors’ Rights Entrustment Agreement, (5) the New Directors’ Powers of Attorney, (6) the New Shareholders’ Rights Entrustment Agreement (I), (7) the New Shareholders’ Rights Entrustment Agreement (II), (8) the New Shareholders’ Powers of Attorney (I), (9) the New Shareholders’ Powers of Attorney (II), (10) the New Spouse Undertakings, (11) the No Spouse Undertaking, and (12) the New Equity Pledge Agreements, further details of which are set out in the section headed “Termination of the Old Contractual Arrangements and establishment of the New Contractual Arrangements as a result of our Group’s internal restructuring” in this annual report
“New Contractual Arrangements”	the framework of contractual arrangements adopted by our Company as described in the announcement of our Company dated 20 January 2021
“New Directors’ Powers of Attorney”	directors’ powers of attorney executed by the Appointed School Directors dated 29 January 2021
“New Directors’ Rights Entrustment Agreement”	directors’ rights entrustment agreement entered into by and among Jian Qiao University Company, Gench WFOE and the Appointed School Directors dated 29 January 2021
“New Equity Pledge Agreements”	collectively, (1) the equity pledge agreement entered into by and among the New Registered Shareholders, Jian Qiao Group and Gench WFOE, and (2) the equity pledge agreement entered into by and among the School Holders and Gench WFOE dated 29 January 2021
“New Exclusive Call Option Agreement”	the exclusive call option agreement entered into by and among Gench WFOE, the New PRC Affiliated Entities and the New Registered Shareholders dated 29 January 2021
“New Exclusive Technical Service and Management Consultancy Agreement”	the exclusive technical service and management consultancy agreement entered into by and among Gench WFOE and the New PRC Affiliated Entities dated 29 January 2021
“New PRC Affiliated Entities”	namely, Jian Qiao University Company and the School Holders
“New Registered Shareholder(s)”	shareholder(s) of Jian Qiao Group, namely, Mr. Zhou Xingzeng, Mr. Zheng Xiangzhan, Mr. Zhao Donghui, Mr. Shi Yinjie, Mr. Jin Yinkuan, Mr. Chen Shengfang, Mr. Chen Zhiyong, Mr. Zhou Tianming, Mr. Bao Jianmin, Mr. Wang Hualin, Mr. Wang Chengguang, Mr. Chen Minghai, Mr. Chen Shengcai, Ms. Huang Chunlan, and Mr. Zheng Juxing
“New Shareholders’ Powers of Attorney (I)”	shareholders’ powers of attorney executed by the New Registered Shareholders and Jian Qiao Group dated 29 January 2021
“New Shareholders’ Powers of Attorney (II)”	shareholders’ powers of attorney executed by the School Holders dated 29 January 2021
“New Shareholders’ Rights Entrustment Agreement (I)”	the shareholders’ rights entrustment agreement entered into by and among the New Registered Shareholders, the School Holders and Gench WFOE dated 29 January 2021

DEFINITION

“New Shareholders’ Rights Entrustment Agreement (II)”	the shareholders’ rights entrustment agreement entered into by and among Jian Qiao University Company, the School Holders and Gench WFOE dated 29 January 2021
“New Spouse Undertakings”	collectively, the undertakings executed by the spouses of relevant New Registered Shareholders dated 29 January 2021
“No Spouse Undertaking”	the no spouse undertaking dated 29 January 2021 executed by Ms. Huang Chunlan
“Nomination Committee”	the nomination committee of our Company
“Old Contractual Arrangements”	the framework of contractual arrangements adopted by our Company as described in the Prospectus and, where appropriate, include such minor updates as described in the announcement of our Company dated 20 January 2021 and this annual report
“Old PRC Affiliated Entities”	namely, our University and the School Sponsors
“PRC Affiliated Entities”	the Old PRC Affiliated Entities and the New PRC Affiliated Entities
“PRC Legal Advisors”	Commerce & Finance Law Offices, our legal advisors as to the laws of the PRC
“Prospectus”	the prospectus of our Company dated 31 December 2019
“Registered Shareholders”	shareholders of Jian Qiao Group, namely, Mr. Zhou Xingzeng, Mr. Zheng Xiangzhan, Mr. Zhao Donghui, Mr. Shi Yinjie, Mr. Jin Yinkuan, Mr. Chen Shengfang, Mr. Chen Zhiyong, Mr. Zhou Tianming, Mr. Bao Jianmin, Mr. Wang Hualin, Mr. Wang Chengguang, Mr. Chen Minghai, Mr. Chen Shengcai, Mr. Wang Xuanguai (prior to 16 December 2020), Ms. Huang Chunlan (since 16 December 2020) and Mr. Zheng Juxing
“Remuneration Committee”	the remuneration committee of our Company
“Reporting Period”	the year ended 31 December 2021
“RMB” or “Renminbi”	Renminbi, the lawful currency of the PRC
“School Directors”	eight directors (representing more than two-thirds of the board being the quorum required for approving material decisions) of our University who entered into the Contractual Arrangements from time to time
“School Sponsors” or “School Holders”	collectively, Jian Qiao Group and Jian Qiao Investment, being the school sponsors of our University and the shareholders of Jian Qiao University Company
“School Sponsors’ and Directors’ Rights Entrustment Agreement”	the school sponsors’ and directors’ rights entrustment agreement entered into by and among the School Sponsors, our University, certain directors of our University and Gench WFOE dated 11 December 2018
“School Sponsors’ Powers of Attorney”	collectively, the school sponsors’ powers of attorney executed by the School Sponsors in favor of Gench WFOE dated 11 December 2018
“SFO”	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended and supplemented from time to time

DEFINITION

“Shanghai Jian Qiao University”	Shanghai Jian Qiao University (上海建橋學院), a private institution for formal higher education established under the laws of the PRC on 28 June 2000, of which the school sponsors’ interest is owned as to 52.11% by Jian Qiao Group and as to 47.89% by Jian Qiao Investment. Prior to its de-registration on 10 August 2021, it was an affiliated entity of our Company
“Share(s)”	ordinary share(s) of HK\$0.01 each in the share capital of our Company
“Share Award Scheme”	the share award scheme adopted by our Company on 11 December 2020
“Share Option Scheme”	the share option scheme adopted by our Company on 19 December 2019
“Shareholder(s)”	holder(s) of the Share(s)
“Shareholders’ Rights Entrustment Agreement”	the shareholders’ rights entrustment agreement entered into by and among the Registered Shareholders, the School Sponsors and Gench WFOE dated 11 December 2018
“Spouse Undertakings”	collectively, the undertakings executed by the spouse of relevant Registered Shareholders dated 11 December 2018
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“substantial shareholders”	has the meaning ascribed to it under the Listing Rules
“subsidiary(ies)”	has the meaning ascribed to it under the Listing Rules. For the avoidance of doubt, the subsidiaries of our Company include the School Sponsors and our University
“University” or “our University”	Shanghai Jian Qiao University or Jian Qiao University Company (as the case may be)
“US\$” or “USD”	United States dollars, the lawful currency of the United States
“Yangtze River Delta”	comprises Jiangsu, Zhejiang, Anhui and Shanghai in the PRC
“%”	percent

If there is any inconsistency between the Chinese names of entities or enterprises established in the PRC and their English translations, the Chinese names shall prevail. The English translation of company or entity names in Chinese or another language which are marked with “*” and the Chinese translation of company or entity names in English which are marked with “*” is for identification purpose only.