



# 濱江服務

BINJIANG SERVICE

## 濱江服務集團有限公司

BINJIANG SERVICE GROUP CO. LTD.

(於開曼群島註冊成立的有限公司)

(Incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code : 3316.HK

# 2021

年度報告

ANNUAL REPORT

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# 公司資料

## CORPORATE INFORMATION

### 董事會

#### 執行董事

朱立東先生(董事會主席及行政總裁)

鍾若琴女士

#### 非執行董事

莫建華先生

蔡鑫先生

#### 獨立非執行董事

丁建剛先生

李坤軍先生

蔡海靜女士

#### 審核委員會

蔡海靜女士(主席)

丁建剛先生

李坤軍先生

#### 薪酬委員會

丁建剛先生(主席)

莫建華先生

蔡海靜女士

#### 提名委員會

朱立東先生(主席)

丁建剛先生

李坤軍先生

#### 策略委員會

莫建華先生(主席)

朱立東先生

鍾若琴女士

蔡鑫先生

丁建剛先生

李坤軍先生

### BOARD OF DIRECTORS

#### Executive Directors

Mr. ZHU Lidong (*Chairman of the Board and Chief Executive Officer*)

Ms. ZHONG Ruoqin

#### Non-executive Directors

Mr. MO Jianhua

Mr. CAI Xin

#### Independent Non-executive Directors

Mr. DING Jiangang

Mr. LI Kunjun

Ms. CAI Haijing

#### AUDIT COMMITTEE

Ms. CAI Haijing (*Chairman*)

Mr. DING Jiangang

Mr. LI Kunjun

#### REMUNERATION COMMITTEE

Mr. DING Jiangang (*Chairman*)

Mr. MO Jianhua

Ms. CAI Haijing

#### NOMINATION COMMITTEE

Mr. ZHU Lidong (*Chairman*)

Mr. DING Jiangang

Mr. LI Kunjun

#### STRATEGY COMMITTEE

Mr. MO Jianhua (*Chairman*)

Mr. ZHU Lidong

Ms. ZHONG Ruoqin

Mr. CAI Xin

Mr. DING Jiangang

Mr. LI Kunjun

# 公司資料

## CORPORATE INFORMATION

### 聯席公司秘書

鍾若琴女士  
區慧晶女士(於2021年11月10日獲委任)  
高美英女士(於2021年11月10日辭任)

### 授權代表

鍾若琴女士  
區慧晶女士(於2021年11月10日獲委任)  
高美英女士(於2021年11月10日辭任)

### 法律顧問

美富律師事務所  
香港皇后大道中15號  
置地廣場  
公爵大廈33樓

### 核數師

畢馬威會計師事務所  
根據《財務匯報局條例》下的註冊公眾利益  
實體核數師  
香港  
中環  
遮打道10號  
太子大廈8樓

### 主要往來銀行

中國建設銀行股份有限公司  
中國農業銀行股份有限公司

### 公司網址

[www.hzbjwy.com](http://www.hzbjwy.com)

### 股份代號

3316

### 上市日期

2019年3月15日

### JOINT COMPANY SECRETARIES

Ms. ZHONG Ruoqin  
Ms. AU Wai Ching (appointed on 10 November 2021)  
Ms. KO Mei Ying (resigned on 10 November 2021)

### AUTHORIZED REPRESENTATIVES

Ms. ZHONG Ruoqin  
Ms. AU Wai Ching (appointed on 10 November 2021)  
Ms. KO Mei Ying (resigned on 10 November 2021)

### LEGAL ADVISOR

Morrison & Foerster  
33/F, Edinburgh Tower  
The Landmark  
15 Queen's Road Central, Hong Kong

### AUDITOR

KPMG  
Public Interest Entity Auditor registered in accordance  
with the Financial Reporting Council Ordinance  
8th Floor, Prince's Building  
10 Chater Road  
Central  
Hong Kong

### PRINCIPAL BANKS

China Construction Bank Corporation  
Agricultural Bank of China Limited

### COMPANY'S WEBSITE

[www.hzbjwy.com](http://www.hzbjwy.com)

### STOCK CODE

3316

### LISTING DATE

15 March 2019

# 公司資料

## CORPORATE INFORMATION

### 註冊辦事處

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

### 中國的總辦事處

中國杭州  
上城區  
新城時代廣場  
1幢1201-1室

### 香港的主要營業地點

香港上環  
永樂街93-103號  
協成行上環中心5樓507室

### 股份過戶登記總處

Conyers Trust Company (Cayman) Limited  
Cricket Square  
Hutchins Drive  
P.O. Box 2681  
Grand Cayman KY1-1111  
Cayman Islands

### 香港證券登記處

香港中央證券登記有限公司  
香港灣仔  
皇后大道東183號  
合和中心17樓  
1712-1716號舖

### REGISTERED OFFICE

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

### HEAD OFFICE IN THE PRC

Room 1201-1, Block 1  
New Town Times Square  
Shangcheng District  
Hangzhou, China

### PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 507, 5/F., OfficePlus@Sheung Wan  
93-103 Wing Lok Street  
Sheung Wan, Hong Kong

### PRINCIPAL 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 SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited  
Shops 1712-1716  
17th Floor, Hopewell Centre  
183 Queen's Road East  
Wanchai, Hong Kong

# 財務摘要

## FINANCIAL SUMMARY

以下為濱江服務集團有限公司(「本公司」或「濱江服務」)及其附屬公司(「本集團」)於截至2017年、2018年、2019年、2020年及2021年12月31日止年度各年的業績及資產與負債概要。

The following is a summary of the results and assets and liabilities of Binjiang Service Group Co. Ltd. (the “Company” or “Binjiang Service”) and its subsidiaries (the “Group”) for each of the years ended 31 December 2017, 2018, 2019, 2020 and 2021.

### 業績概要

### RESULTS SUMMARY

	附註 Note	2017	2018	2019	2020	2021	
收入 (人民幣千元)	Revenue (RMB'000)	349,264	509,470	701,875	960,201	<b>1,398,947</b>	
增加	increase	54.6%	45.9%	37.8%	36.8%	<b>45.7%</b>	
毛利 (人民幣千元)	Gross profit (RMB'000)	90,083	134,953	197,040	297,317	<b>449,677</b>	
增加	increase	114.2%	49.8%	46.0%	50.9%	<b>51.2%</b>	
毛利率	Gross profit margin	(1)	25.8%	26.5%	28.1%	31.0%	<b>32.1%</b>
增加	increase						
年內利潤 (人民幣千元)	Profit for the year (RMB'000)	57,552	70,423	114,921	220,274	<b>325,021</b>	
增加	increase	160.3%	22.4%	63.2%	91.7%	<b>47.6%</b>	
淨利率	Net profit margin	(2)	16.5%	13.8%	16.4%	22.9%	<b>23.2%</b>
本公司權益股東 應佔利潤 (人民幣千元)	Profit attributable to equity shareholders of the Company (RMB'000)	57,173	70,177	114,681	219,550	<b>321,751</b>	
增加	increase	156.4%	22.7%	63.4%	91.4%	<b>46.6%</b>	
基本及攤薄 每股盈利 (人民幣元)	Basic and diluted earnings per share (RMB)	0.29	0.35	0.44	0.79	<b>1.16</b>	

附註：

- (1) 毛利率乃以毛利除以收入計算。  
(2) 淨利率乃以年內利潤除以收入計算。

Notes:

- (1) Gross profit margin is calculated as gross profit divided by revenue.  
(2) Net profit margin is calculated as profit for the year divided by revenue.

# 財務摘要

## FINANCIAL SUMMARY

### 資產與負債概要

### SUMMARY OF ASSETS AND LIABILITIES

	附註 Note	2017	2018	2019	2020	2021	
現金及現金等價物 (人民幣千元)	Cash and cash equivalents (RMB'000)	303,949	458,543	516,707	805,394	<b>905,746</b>	
流動資產 (人民幣千元)	Current assets (RMB'000)	373,550	534,720	1,084,484	1,368,118	<b>1,482,250</b>	
總資產 (人民幣千元)	Total assets (RMB'000)	389,389	551,095	1,203,626	1,502,589	<b>1,684,636</b>	
流動負債 (人民幣千元)	Current liabilities (RMB'000)	278,202	366,363	476,316	642,953	<b>710,957</b>	
總負債 (人民幣千元)	Total liabilities (RMB'000)	278,202	366,363	477,078	644,256	<b>711,076</b>	
本公司權益股東 應佔總權益 (人民幣千元)	Total equity attributable to equity shareholders of the Company (RMB'000)	110,509	181,358	721,834	841,625	<b>941,589</b>	
股東權益回報率	Return on shareholders' equity	(3)	51.7%	38.7%	15.9%	26.1%	<b>34.2%</b>
流動比率	Current ratio	(4)	1.34	1.46	2.28	2.13	<b>2.08</b>
資產負債比率	Gearing ratio	(5)	不適用	不適用	0.004	0.003	<b>0.002</b>

附註：

- (3) 股東權益回報率乃以本公司權益股東應佔總利潤除以股東權益計算。
- (4) 流動比率乃以流動資產除以流動負債計算。
- (5) 資產負債比率乃以計息借款總額(包括租賃負債)除以有關期末之權益總額計算。本集團於2021年12月31日及2020年12月31日的資產負債比率分別為0.002及0.003。

Notes:

- (3) Return on shareholders' equity is calculated as total profit attributable to equity shareholders of the Company divided by shareholders' equity.
- (4) Current ratio is calculated as current assets divided by current liabilities.
- (5) Gearing ratio is calculated as total interest-bearing borrowings (including lease liabilities) divided by total equity at the end of the respective period. The Group's gearing ratios were 0.002 and 0.003 as at 31 December 2021 and 31 December 2020, respectively.

# 主席報告 CHAIRMAN'S STATEMENT

尊敬的各位股東：

感謝你們對本集團的信任和支持，本人謹代表本公司董事會（「**董事會**」）欣然提呈我們截至2021年12月31日年度（「**報告期**」）<sup>註</sup>的全年業績。

2021年度，在疫情衝擊及經濟環境波動的影響下，本集團仍然積極履行既定發展戰略，堅定品質拓展發展道路，保持了穩中有進的發展態勢。

2021年3月12日，《中華人民共和國國民經濟和社會發展第十四個五年規劃和2035年遠景目標綱要》正式發佈，提出加快發展物業等服務業，並明確指出「推動就業社保、養老托育、扶殘助殘、醫療衛生、家政服務、物流商超、治安執法、糾紛調處、心理援助等便民服務場景有機集成和精準對接」。物業服務行業繼續鞏固基礎，創新發展，業務前景也得到了進一步拓寬。

To all Shareholders,

Thank you for your trust in and support to the Group. On behalf of the board of directors of the Company (the "**Board**"), I am pleased to present our annual results for the year ended 31 December 2021 (the "**Reporting Period**")<sup>note</sup>.

In 2021, despite the impact of the pandemic and the economic fluctuations, the Group strived to carry out its development strategy which aimed for high-quality development, and achieved a progressive growth.

On 12 March 2021, the "Fourteenth Five-Year Plan for National Economic and Social Development and the Outline of Long-term Goals for 2035 of the People's Republic of China" were officially issued, which proposed to accelerate the development of various service industries, including the property service industry. It also specified the organic integration and precise alignment of different social services, including employment, social securities, elderly care, childcare, disability aids, medical and health care, domestic services, logistics, merchants, social security and law enforcement, dispute resolution and mediation and mental healthcare. The property service industry continued to consolidate its foundation and develop with innovations which brought a promising prospect.

註： 2021年1月1日至2021年12月31日。下同。

Note: 1 January 2021 to 31 December 2021. The same below.



# 主席報告

## CHAIRMAN'S STATEMENT

### 以品質打造品牌

本集團始終堅守品質為先的服務初心，力爭成為「中國物業一流、浙江標桿」，持續開展「項目品質回頭看」常態化行動，於2021年度繼續完善品質管理體系，從集團飛行檢查、工程安全檢查及區域物業部日常檢查三個層面加強及深化日常品控監察力度及維度。本集團層面品質檢查組由集團高級管理層負責，各條綫專家團隊組成，依據本集團星級服務標準，用專業的眼光檢驗包括住宅、寫字樓、產業園等業態，總結問題，督促指導項目負責人及時整改，對於項目中的亮點也予以表揚並號召其他項目進行學習，進一步強化各項目負責人的品質意識。在品質檢查過程中，本集團及時總結管理經驗，構建問題解決方案共享機制，積極推行獎懲機制，提升管理效率。

### UTILIZING THE QUALITY FOR BRAND BUILDING

The Group adheres to its mission of providing high-quality services and strives to become a top property management brand in China and a benchmark in Zhejiang, and has continuously reviewed the quality of its projects on a regular basis. In 2021, the Group continued to refine its quality management system and improved its regular quality inspections and enhanced and expanded the monitoring of its daily quality control through group quality spot checks, project safety inspections and daily inspections by regional property departments. The quality inspection team, which is supervised by the senior management of the Group and comprised of experts from various areas, is responsible for examining and analyzing the operation of residential buildings, office buildings and industrial parks with professional insights based on the Group's service quality standards, and supervising and guiding project managers for timely rectification. On the other hand, our outstanding performing projects were praised and introduced to other projects, so as to enhance the awareness of quality service among all project managers. In respect of quality control, the Group has established a problem-solving mechanism for sharing solutions and implemented a reward and punishment mechanism based on its management experience in order to enhance its management efficiency.

# 主席報告 CHAIRMAN'S STATEMENT

## 以品牌拓展市場

本集團始終堅持有質擴張的發展戰略，以品牌推動規模增長，將在管項目作為外拓主要窗口。截至2021年12月31日，本集團根據已簽署物業管理合約現時管理建築面積（「在管建築面積」）約29.9百萬方，同比增長50.1%，其中來源於獨立第三方的在管建築面積為14.4百萬方，佔總在管建築面積比例達48.2%，同比上升13.5個百分點。2021年新增在管建築面積10.0百萬方，其中來源於獨立第三方佔比達到75.1%。本集團根據已簽署合約管理的建築面積（「合約建築面積」）達到了49.8百萬平方米，同比增長40.3%，其中來源於獨立第三方的合約建築面積為24.1百萬方，佔總合約建築面積比例達48.4%。2021年新增合約建築面積14.3百萬方，其中來源於獨立第三方佔比達到76.0%。2021年本集團新增建杭置業、義烏建投、海南佳元地產等戰略合作方，新進浙江省麗水市、海南省海口市及廣東省梅州市三個城市，浙江省溫州市、江西省上饒市及江蘇省南通市的首個實管項目落地，上海首個第三方商業實管項目落地。本集團致力於將品質服務帶給更多業主，新簽桐鄉春天悅里項目，物業費為每月每平方米人民幣7.6元，新簽海南省海口市佳元·江畔錦禦項目，物業費為每月每平方米人民幣5.8元，彰顯了本集團在開拓區域樹立品質標杆的信心。此外，本集團不斷

## Utilizing our brand for market expansion

The Group continues to adhere to its quality expansion strategy, and strives to promote growth by utilizing its brand name and projects under management as success stories to attract third parties. As at 31 December 2021, the gross floor area (“GFA”) currently managed by us (“GFA under management”) under signed property management contracts was approximately 29.9 million sq.m., representing a year-on-year increase of 50.1%. GFA under management developed by independent third parties reached 14.4 million sq.m., accounting for 48.2% of total GFA under management and representing a year-on-year increase of 13.5 percentage points. GFA under management acquired during 2021 reached 10.0 million sq.m., 75.1% of which were independent third party properties. The GFA managed under signed management contracts (“contracted GFA”) was 49.8 million sq.m., representing an increase of 40.3% as compared with the corresponding period of last year. Contracted GFA developed by independent third parties reached 24.1 million sq.m., accounting for 48.4% of total contracted GFA. Contracted GFA acquired during 2021 reached 14.3 million sq.m., 76.0% of which were independent third party properties. In 2021, the Group introduced new strategic partners including Jianhang Real Estate, Yiwu Construction Investment Group and Hainan Jiayuan Property, and expanded into Lishui, Zhejiang Province, Haikou, Hainan Province and Meizhou, Guangdong Province. The Group has also commenced its management of its first projects in Wenzhou, Zhejiang Province, Shangrao, Jiangxi Province and Nantong, Jiangsu Province and undertook a commercial project developed by an independent third party in Shanghai for the first time in 2021. The Group has strived to provide quality services to more property owners. The monthly property management fee of the new project, Tongxiang Chuntian Yueli, was RMB7.6 per sq.m., and the monthly property management fee of Jiayuan-Jiangpan Jinyu, a new project located in Haikou, Hainan Province, was RMB5.8 per sq.m., demonstrating the Group's confidence in establishing local brand quality benchmarks. In addition, in 2021, the Group continued to expand its property management business and had new property management service projects including Hangzhou Lining Stadium and Shanghai Yingchuang School and provided

# 主席報告

## CHAIRMAN'S STATEMENT

拓寬管理邊界，2021年新增杭州李寧體育園及上海英創學院項目，豐富服務業態，並且為杭州市國土局提供土儲管理服務。2022年1月新簽康養項目杭州富春康復醫院。在杭州亞運、「物業+養老」等概念驅動下，本集團積極佈局體育、教育、康養及城市服務等多個方面，提升綜合服務能力。

### 以集中度推進增值服務

截至2021年12月31日，本集團在杭州地區的在管建築面積為19.2百萬方，佔比64.1%。本集團憑借良好的品牌口碑，充分發揮集中度優勢，在探尋業主需求與自身資源的基礎上，逐步推進5S增值服務（原業主增值服務）。2021年本集團直營經紀業務平台——濱江優家及一站式家居服務平台——濱江優居已經上線。截至2021年底，濱江優家已在杭州區域落地兩家棧下門店，累計為超6000組客戶成功辦理買賣、租賃、權證等業務，租售業務覆蓋杭州50餘個社區。此外本集團也持續發展優享生活等居家生活類服務，將依靠現有資源及品牌形象，為客戶提供貼心周到的品質服務。

land bank management services to Hangzhou Municipal Bureau of Land Resources. In January 2022, the Group started the management of a healthcare project with the Hangzhou University Rehabilitation Hospital. Driven by the Hangzhou Asian Games and the concept of “property + elderly care”, the Group has actively developed sports, educational, healthcare and urban services to strengthen its comprehensive service capabilities.

### Utilizing concentration to promote value-added services

As at 31 December 2021, the GFA under management of the Group in Hangzhou reached 19.2 million sq.m., accounting for 64.1% of the total GFA under management of the Group. Leveraging its excellent brand reputation and concentration advantages, the Group gradually promoted its 5S value-added services (formerly known as value-added services to property owners) based on the needs of property owners and its own resource advantages. In 2021, the Group launched Binjiang Youjia, a directly managed agency platform, and Binjiang Youju, a one-stop home service platform. As at the end of 2021, Binjiang Youjia opened two brick and mortar stores in Hangzhou and succeeded in handling transactions, leasing and warrant business for over 6,000 customers in over 50 communities in Hangzhou. In addition, the Group continued to develop Youxiang living services, providing customers with thoughtful and quality services based on its resources and brand image.

## 以標準化完善管理

本集團積極推進產品標準化與管理標準化。近年來隨著本集團業務規模增長，服務的地區與業態均有較大變化，本集團通過優化升級星級服務管理體系以適應本公司日益增長的服務產品需求。

本集團要求各在管項目參照標準化管理手冊制定各自的標準目錄，並派專業團隊對其進行審核，同時也根據項目的實際反饋，及時對管理手冊內容予以調整優化，進一步增強管理標準化制度的可行性。

此外，本集團發揮區域集中度優勢，通過內部架構調整進一步優化人員配置，積極推進開展「啟航計劃」、「遠航計劃」、「領航計劃」及「雛鷹計劃」、「飛鷹計劃」、「雄鷹計劃」，從濱江化、專業化、管理力三個方面打造全方位多層次培訓模式，完善集團人才供應鏈。本集團積極拓寬校招渠道，提供「濱江學堂」移動學習平台。2021年，本集團通過主管政府部門評審，被批准成為職業技能等級認定試點機構，可以組織開展針對公司內部員工的物業管理員認定，並對認定通過的員工核發國家認可的職業技能等級證書。

## Improving management through standardization

The Group has put great efforts in promoting the standardization of products and management. As the business scale of the Group has been expanded in recent years, the service area and operating environment have changed significantly. By optimizing the management mechanism of its upgraded and star-rated services, the Group has accommodated to the increasing needs of the Company's services and products.

The Group has formulated specific standards for individual projects under management with reference to standardized management manual, which have been reviewed by professional teams. The Group has also revised and refined the management manual based on the actual situation of projects, so as to further increase the feasibility of standardized management system.

In addition, the Group capitalized on its advantage of regional concentration to further optimize its staff allocation by adjusting internal structure and promoting the "Set Sail Scheme", "Voyager Scheme", "Navigator Scheme", "Chuying Program", "Feiyong Program" and "Xiongying Program". In terms of Binjiang's style, specialization and management ability, the Group built a comprehensive and multi-layered training model to refine its supply chain of talents. The Group actively expanded campus recruitment channels by providing the "Binjiang College" mobile learning platform. In 2021, as approved by competent authorities, the Group has become a pilot institution for accrediting vocational qualification. The Group may accredit its employees as property management practitioners and issue national-recognized vocational skill level certificates to its qualified employees.

# 主席報告

## CHAIRMAN'S STATEMENT

### 以信息化提升效率

本集團積極推進信息化與智慧化建設，集團內部的財務管理系統進一步優化升級，項目上的智慧化設備逐步落實。集團的應用程序已經開始在個別項目試點，將根據業主使用反饋更新改進後推廣。本集團將結合線上系統及綫下設備，努力為業主提供更好的服務體驗，同時提升自身的管理效率。

### 榮譽與責任並重

報告期內，本集團位列中國指數研究院(「中指院」)物業百強排名第17位，榮獲和訊網第十九屆中國財經風雲榜年度服務類上市公司業主滿意十強、2021新浪財經金麒麟最佳港美股上市公司評選的「最佳中小市值上市公司」、「十三五」浙江傑出物業服務品牌、浙江品質人居論壇「2021浙江年度美好生活引領者」稱號、易居克爾瑞評選的「2021物業服務力百強」、「高端物業服務力TOP10」、「華東區域物業服務優勢企業」等，品牌價值約為人民幣34億元。

### Enhancing efficiency through informatization

The Group actively promoted informatization and intelligentization development through the upgrading and enhancing of its internal financial management system and implementation of smart systems across its projects. The Group's app has also gone online at several properties and will be updated and optimized based on owners' feedback. Merging online systems and offline hardware, the Group is committed to providing property owners with a seamless experience while improving its management efficiency.

### Placing great emphasis on both achievements and responsibilities

During the Reporting Period, the Group ranked 17th among the top 100 property management service brands selected by the China Index Academy ("CIA") and was honored by Hexun.com's 19th China's Financial Annual Champion Awards as "the Top 10 Annual Service Listed Companies with the Highest Property Owner Satisfaction" and named as "Best Small and Mid-Cap Listed Company" in Sina Finance Golden Unicorn Best Hong Kong and US Stock Selection for 2021. The Group was also named as "Outstanding Property Service Brand in Zhejiang in the Thirteenth Five-Year Plan" and "Leader of Excellent Living in Zhejiang for 2021" by Zhejiang Quality Habitat Forum\*. The Group was selected as "Top 100 Property Service Companies for 2021", "Top Ten Luxury Property Service Provider" and "Outstanding Property Service Provider in Eastern China" by CRIC. The brand value of the Group amounted to approximately RMB3.4 billion.

## 主席報告 CHAIRMAN'S STATEMENT

本集團在管項目於報告期內獲得共計103餘項榮譽，其中部分獲獎情況如下：江南之星公寓、銀杏匯榮獲杭州市物業管理協會評選的2021年度杭州市物業管理優秀住宅類項目；陽光海岸、西溪之星、千島湖東方海岸入選2021杭州市美好家園住宅示範小區；陽光海岸、千島湖東方海岸、觀邸國際、華家池公寓、金色江南、義烏公園壹號榮獲「浙江省高標準生活垃圾分类示範小區」；千島湖東方海岸、御江南華庭、上虞城市之星、浦江8號公館榮獲浙江省住房和城鄉建設廳評選的「浙江省園林式居住區」；銀杏匯、萬家名城二期、平湖萬家花城家和苑、大江之星、東方名府、金色江南、華家池公寓、浦陽壹號榮獲浙江省住房和城鄉建設廳評選的「浙江省節水型小區」；江南之星、西溪之星榮獲中指研究院評選的「2021中國五星級物業服務項目」；公司員工連二歡榮獲中國住房和城鄉建設部「全國最美物業人」稱號。

During the Reporting Period, the projects under the Group's management received 103 awards in total. Some of the awards are as follows: Jiangnan Star Apartment\* and Ginkgo Mansion\* were awarded as "Outstanding Property Management — Residential Projects in 2021" by the Hangzhou Property Management Industry Association\*. Sunshine Coast\*, Xixi Zhixing\* and Qiandaohu Dongfang Haian\* were awarded as "Model Community for Residential Area in Hangzhou in 2021". Sunshine Coast\*, Qiandaohu Dongfang Haian\*, Guandi International\*, Huajiachi Apartment\*, Golden Jiangnan\* and Yiwu Park One\* were awarded as "Model Community for High Standard Living Waste Sorting in Zhejiang Province\*". Qiandaohu Dongfang Haian\*, Yujiangnan Apartment\*, Shangyu Star\* and Pujiang 8 Apartment\* were awarded as "Residential Area with Chinese Garden in Zhejiang\*" by the Zhejiang Branch of the Ministry of Housing and Urban-Rural Development of the PRC. Ginkgo Mansion\*, Wanjia Mingcheng Phase II\*, Jiahe Court of Pinghu Wanjia Huacheng\*, Daijiang Star\*, Eastern Mansion\*, Golden Jiangnan\*, Huajiachi Apartment\* and Puyuang One\* were awarded as "Model Community for Water Conservation in Zhejiang" by the Zhejiang Branch of the Ministry of Housing and Urban-Rural Development of the PRC. Jiangnan Star\* and Xixi Zhixing\* were awarded as "Five Stars Property Service Project in China in 2021". Lian Erhuan, an employee of the Company, was awarded as "Most Excellent Property Service Personnel in China".

## 主席報告 CHAIRMAN'S STATEMENT

此外，本集團在基層治理、環境保護、員工保障、公益活動等方面積極承擔社會責任。

在基層治理方面，本集團就極端天氣、緊急狀況等均及時調整發佈了相關應急響應預案，從組織管理和應急採購兩個層面落實對應措施。在項目因疫情受到封閉管理期間，本集團積極配合政府工作，及時維持園區內部秩序，盡力滿足業主生活需求，獲得社會認可；

在環境保護方面，在力所能及的範圍內加強節能減排工作，管理項目全部使用節能LED燈；在符合業主要求的前提下努力建設節水型小區，花園社區等環境友好型社區；

在員工保障方面，滿足員工基本生活需求，保證薪資水平，保持員工穩定性與積極性，落實員工保險制度，關注員工健康問題，員工上下班時期的意外事故都納入工傷範疇；

In addition, the Group proactively undertook social responsibilities in social governance, environmental protection, employee protection and charitable activities.

For social governance, the Group timely adjusted its emergency plans in respect of organization management and emergency procurement in response to extreme weather conditions and emergency. During the pandemic lockdown, the Group actively cooperated with the government to maintain the social order within its properties and to fulfill the needs of its property owners, which received social recognition.

For environmental protection, the Group has been committed to energy conservation and emission reduction. Energy saving LED light bulbs have been used in all properties project under management. The Group also strived to create water-saving communities, garden communities and other environmentally friendly communities in line with the needs of the owners.

For employee protection, the Group has fulfilled all basic needs of its employees and guaranteed salary levels to maintain the stability and enthusiasm of its employees. The Group has also implemented employee insurance policies and paid attention to the health issues of employees. Accidents that occurred at the workplace or during commuting have been deemed as work-related injuries.

## 主席報告 CHAIRMAN'S STATEMENT

在公益活動方面，2021年6月，本集團發起「捐一本好書，點亮一座最高燈塔」的愛心活動，濱江業主與物業人愛心捐書千餘本，為藏區小朋友呈現一個新的世界。本年度本集團響應政府號召，定向幫扶貧困地區，積極參與捐款活動。同時本集團員工積極參與消費扶貧，購買扶貧地區農產品。2021年本集團為凱旋街道成立的「共富基金」捐助人民幣30萬元，用於屬地人員創業及基本生活保障，彰顯企業擔當。

服務無止境，本集團將從心出發堅守企業信譽，履行社會責任。

主席  
朱立東

杭州，2022年3月31日

For charitable activities, in June 2021, the Group organized a charitable activity, "Lighting up the tallest lighthouse by donating a good book" in which over a thousand books were donated by property owners and employees of Binjiang to help Tibetan children have a better understanding of the world. During the year, in response to the government's call, the Group actively participated in charity donation activities for poverty-stricken areas. Employees also actively participated in poverty alleviation through the consumption and purchase of agricultural products in poverty-stricken areas. In 2021, the Group donated RMB300,000 to the "Common Wealth Fund" established by Kaixuan Street. The donation will be used to support entrepreneurship and basic social security for locals, reflecting the commitment of the Group in fulfilling its corporate responsibilities.

There is no limit to serve with quality. The Group will continue to assume its social responsibilities in alignment with its corporate reputation.

**Zhu Lidong**  
*Chairman*

Hangzhou, 31 March 2022

\* *For identification purpose only*



## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

### 業績回顧

回顧2021年，本集團保持了穩中求進的良好態勢，持續深耕長江三角洲地區，進一步擴張長江三角洲業務範圍，已在中國浙江省、上海市、江蘇省、江西省、海南省、廣東省及深圳市擁有共計133間附屬公司及分支機構，合約項目分佈在17個市。同時，本集團在管建築面積及合約建築面積均有相當規模的增長。截至2021年12月31日，本集團的在管建築面積約29.9百萬方，同比增長50.1%。合約建築面積達到了49.8百萬平方米，同比增長40.3%，合約面積與在管面積的比值約為1.66，將為本集團的業務增長提供強勁的支撐。

截至2021年12月31日止年度，本集團收入增加45.7%至人民幣1,398.9百萬元；毛利人民幣449.7百萬元，較2020年同期增加51.3%；毛利率32.1%，較2020年同期增加1.1個百分點。其中，物業管理服務收入為人民幣840.5百萬元、非業主增值服務收入為人民幣419.5百萬元、5S增值服務收入為人民幣138.9百萬元。本集團於2021年的平均物業管理費（報告期物業管理服務收入（不含土地管理收入）除以報告期期初及期末可收費建築面積的平均數）約為每月每平方米人民幣4.30元（2020年為每月每平方米人民幣4.26元）。憑借品牌及行業影響力，本集團能夠收取反映本集團的物業管理服務質量的較高物業管理費。於2015至2021年期間，本集團上調物業管理費37次。

### BUSINESS REVIEW

Reviewing 2021, the Group maintained steady growth and continued to develop and take root in the Yangtze River Delta, further expanding its operations within Yangtze River Delta and further expanded its operations within Yangtze River Delta. The Group has a total of 133 subsidiaries and branches across the Zhejiang Province, Shanghai, Jiangsu Province, Jiangxi Province, Hainan Province, Guangdong Province and Shenzhen in China, with contracted projects in 17 cities. Moreover, the GFA under management and contracted GFA of the Group also increased significantly. As at 31 December 2021, the GFA under management was approximately 29.9 million sq.m., representing a year-on-year increase of 50.1%, and the contracted GFA was 49.8 million sq.m., representing a year-on-year increase of 40.3%. The ratio of contracted GFA to GFA under management was approximately 1.66, which will strongly support the business growth of the Group.

For the year ended 31 December 2021, the Group's revenue increased by 45.7% to RMB1,398.9 million. The Group's gross profit increased by 51.3% from the corresponding period of 2020 to RMB449.7 million. The Group's gross profit margin increased by 1.1 percentage points from the corresponding period of 2020 to 32.1%. Revenue generated from property management services, value-added services to non-property owners and 5S value-added services amounted to RMB840.5 million, RMB419.5 million and RMB138.9 million, respectively. In 2021, the average monthly property management fee of the Group was approximately RMB4.30 per sq.m. (2020: RMB4.26 per sq.m.), calculated by dividing the property management fee income (excluding revenue from land management services) for the Reporting Period by the average chargeable GFA at the beginning and the end of the Reporting Period. Leveraging its brand recognition and industry influence, the Group was able to charge relatively high property management fee for its quality property management services. From 2015 to 2021, the Group increased management fee 37 times.

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

本集團為客戶提供量身打造的優質物業管理服務，建立了物業服務品牌認可度和知名度，中指院物業百強排名上升至第17位，榮獲和訊網第十九屆中國財經風雲榜年度服務類上市公司業主滿意十強及2021新浪財經金麒麟最佳港美股上市公司評選的「最佳中小市值上市公司」。基於本集團的服務質量在區域範圍內受到了高度認可，杭州濱江投資控股有限公司（「濱江控股」）及其附屬公司（「濱江集團」）（中國領先的物業開發商）與本集團建立緊密業務關係，為本集團持續供應大量優質的項目。2021年度，濱江集團完成銷售額人民幣1,691億元，同比增長24%（數據來源：克而瑞）。

本集團憑借優異的服務質量，能夠以多種途徑進行外拓，外接項目呈現來源多樣化的特性，包括但不限於承接政府、大型國有企業、民營企業項目、保持與戰略合作夥伴的友好關係以及市場直拓。截至2021年12月31日，本集團在管建築面積約29.9百萬平方米，同比增長50.1%，其中來源於獨立第三方的在管建築面積為14.4百萬平方米，佔總在管建築面積比例達48.2%，同比上升13.5個百分點。本集團年內積極推進第三方項目拓展戰略，2021年新增在管建築面積10.0百萬平方米，其中來源於獨立第三方佔比達到75.1%。物業管理服務收入中人民幣291.1百萬元來源於獨立第三方，同比增長62.0%。

The Group provides high-quality services that are tailored to its customers' need and maintains its brand recognition and awareness. Its ranking increased to 17th among the top 100 property management service brands selected by the CIA. The Group was honored by Hexun.com's 19th China's Financial Annual Champion Awards with the Top 10 Annual Service Listed Companies with the Highest Property Owner Satisfaction and "Best Small and Mid-Cap Listed Company" of 2021 Sina Finance Golden Unicorn Best Hong Kong and US Listed Companies. As the Group's quality services are highly recognized within the region, Hangzhou Binjiang Investment Holdings Co., Ltd., ("Binjiang Holdings") and its subsidiaries ("Binjiang Group"), a leading property developer in China, have established close business relationship with the Group and continuously provided a large number of premium properties to the Group. In 2021, the sales of Binjiang Group amounted to RMB169.1 billion, representing a year-on-year increase of 24% (source: CRIC).

Leveraging its high-quality services, the Group was able to expand its business through various channels and undertake a wide range of projects, including but not limited to undertaking government, major state-owned enterprise and private enterprise projects, maintaining good relationships with strategic partners and expanding its direct sales. As at 31 December 2021, the GFA under management was approximately 29.9 million sq.m., representing a year-on-year increase of 50.1%. GFA under management developed by independent third parties reached 14.4 million sq.m., accounting for 48.2% of total GFA under management and representing a year-on-year increase of 13.5 percentage points. During the year, the Group actively promoted the third-party project expansion strategy. GFA under management newly acquired in 2021 reached 10.0 million sq.m., 75.1% of which was developed by independent third parties. Revenue generated from property management services provided to projects developed by independent third parties amounted to RMB291.1 million, representing a year-on-year increase of 62.0%. In respect of diversifying the type of management business, the Group increased management projects including schools, resettlement and other livelihood projects as well as parks and other

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

在豐富管理業態方面，新增了學校、回遷安置等民生類、公園等城市公共空間服務類的在管項目；在區域拓展方面新增海南省、廣東省；基本達成浙江省內地區覆蓋(除舟山市)。

隨著近年物業服務行業整體高速發展，本集團應在經營過程中平衡質量、規模和利潤。本集團將以服務質量為核心競爭力，依托本公司高效扁平化管理經驗、升級精細化服務標準、逐步加大科技投入協助提高管理運營效能，加強人員管理及設施設備監控，升級內部辦公系統，優化工作流程，完善質量保障系統，不斷提升服務能力，以達到質量、規模、利潤協同發展。

### 本集團的業務模式

由於服務的拓展，本集團堅定落實董事會戰略部署，在保持基礎物業管理和原增值服務持續發展的前提下，將5S增值服務作為本集團未來的利潤增長引擎，因此原業主增值服務更名為5S增值服務並重新分類為優家服務、優居服務和優享生活服務。管理層將業務板塊劃分為：物業管理服務、非業主增值服務及5S增值服務，形成覆蓋物業管理整個價值鏈的綜合服務範圍。

urban public space service projects. In respect of regional expansion, the Group increased projects in Hainan Province and Guangdong Province. The Group's projects basically covered all regions in Zhejiang Province (except Zhoushan).

In view of the rapid development of the overall property services industry in recent years, the Group shall expand its scale and increase its profit while maintaining its service quality. The Group will regard its services quality as its core competitiveness and will raise the standard of specialized services by leveraging its effective and flat structure management. The Group will increase its investment in technologies to enhance the efficiency of its management and operation. Through strengthening staff management, monitoring facilities and equipment and upgrading internal systems, the operation procedures will be streamlined and the quality assurance system will be optimized to further improve its service capabilities. The Group will be able to achieve synergetic development of quality, scale and profitability.

### BUSINESS MODELS OF THE GROUP

Due to the expansion of services, while maintaining the development of basic property management and the existing value-added services, the Group positioned its 5S value-added services as a driver of future profit growth in strict accordance with the strategic deployment of the Board. As such, the existing value-added services to property owners are renamed as 5S value-added services and re-categorized into Youjia services, Youju services and Youxiang living services. The management classified business segments into property management services, value-added services to non-property owners and 5S value-added services, forming an entire value chain of comprehensive services within property management.

## MANAGEMENT DISCUSSION AND ANALYSIS

- 物業管理服務。**本集團向本集團業主提供一系列高品質物業管理服務，包括安保、保潔、園藝、維修、維護及配套服務，並就該等服務向在管物業的住戶及業主或房地產開發商收取服務費。本年度新增城市服務內容，儲備土地管理服務，主要包括地塊管護、綠化種植養護、圍牆圍欄牆繪工程、渣土清運和監控安裝管理等。
- 非業主增值服務。**本集團向非業主(主要為物業開發商)提供增值服務。該等服務指交付前服務、諮詢服務及社區空間服務。交付前服務包括在物業銷售的交付前階段向物業開發商提供已竣工物業、示範單位的保潔、驗收協助及安保服務，以及提供售樓處管理服務。諮詢服務包括在早期及建設階段向物業開發商提供項目規劃、設計管理及施工管理方面的建議，以提升功能性、舒適性及便利性。社區空間服務包括(i)協助廣告公司於本集團在管物業的社區空間投放廣告，及(ii)管理本集團在管物業的社區場地。
- 5S增值服務(前稱「業主增值服務」)。**本集團亦向業主提供5S增值服務。原業主增值服務更名為5S增值服務，包括優家服務、優居服務及優享生活服務三大類業務。
- Property management services.** The Group provides a series of high-quality property management services, including security, cleaning, gardening, repair, maintenance and ancillary services to our property owners, and charges service fee from residents and property owners or real estate developers of such properties under our management for property management services. During the year, the Group introduced urban services and land reserve management services, primarily including land management and maintenance, green planting and maintenance, wall and fence painting works, muck removal and transportation, installation and management of monitoring devices, and others.
- Value-added services to non-property owners.** The Group provides value-added services to non-property owners, mainly to property developers. These services refer to pre-delivery services, consulting services and community space services. Pre-delivery services include cleaning, assisting with quality check and security services for completed properties and display units and providing property sales venue management services to property developers during the pre-delivery stage of property sales. Consulting services include advising property developers at the early and construction stages on project planning, design management and construction management to enhance functionality, comfort and convenience. Community space services include (i) assisting advertisement companies with regards to advertisement placements in the community spaces in our managed properties, and (ii) managing community venues in our managed properties.
- 5S value-added services (formerly known as “value-added services to property owners”).** The Group also provides 5S value-added services to property owners. The value-added services to property owners are renamed as 5S value-added services, including three major businesses, namely Youjia services, Youju services and Youxiang living services.

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

優家服務，現包括一手、二手物業銷售、租賃代理服務、原車位及儲藏室服務，本集團依托自身平台及口碑，致力於為客戶提供貼心周到的服務。

優居服務，現包括原定製家裝服務，秉承「生活家」軟裝服務理念，為客戶提供格調高雅、時尚、現代化的定製硬裝、軟裝服務，同時為客戶提供設施設備更換升級服務以及維修。

優享生活服務，包括原居家生活服務，鑒於住宅及非住宅物業的功能有所不同，提供量身打造的額外服務以滿足客戶的需求。

Youjia services include the primary and secondary property sales and leasing agency services, car parking space and storage room services. The Group is committed to providing seamless services for customers with its platforms and reputation.

Youju services include the existing customized interior furnishing services. It adheres to its “Living Home” interior services concept to provide customers with elegant, stylish, modern and customized furnishing services and interior design services, and facility upgrade services and maintenance.

Youxiang living services include the existing home living services. In view of the different functions in residential and non-residential properties, the Group provides additional services that are tailored to its customers' need.

下表載列本集團於2021年及2020年合約建築面積與在管建築面積之變動：

The table below sets out the contracted GFA and GFA under management of the Group for 2021 and 2020:

		截至2021年12月31日 As at 31 December 2021		截至2020年12月31日 As at 31 December 2020	
		合約 建築面積 Contracted GFA (千平方米) ('000 sq.m.)	在管 建築面積 GFA under management (千平方米) ('000 sq.m.)	合約 建築面積 Contracted GFA (千平方米) ('000 sq.m.)	在管 建築面積 GFA under management (千平方米) ('000 sq.m.)
於年初	At the beginning of the year	35,488	19,955	26,804	14,369
新增	Addition	14,330	10,028	9,023	5,885
終止	Termination	(35)	(35)	(339)	(299)
於年末	At the end of the year	49,783	29,948	35,488	19,955

註：於2021年12月31日，本集團有315個合約項目，合約建築面積為49.8百萬平方米（於2020年12月31日：231個項目，35.5百萬平方米）。合約建築面積指本集團根據已簽署物業管理合約現時管理或將會管理的建築面積。本集團於2021年的平均物業管理費（期間物業管理服務收入除以同期期初及期末可收費建築面積的平均數）約為每月每平方米人民幣4.30元（2020年：每月每平方米人民幣4.26元）。

Note: As of 31 December 2021, the Group had 315 contracted projects and the contracted GFA was 49.8 million sq.m. (as of 31 December 2020: 231 projects of 35.5 million sq.m.). Contracted GFA refers to the GFA managed or to be managed by the Group under signed management contracts. The Group's average monthly property management fees for 2021 (property management fees income during the period divided by the average chargeable GFA at the beginning and the end of the period) were approximately RMB4.30 per sq.m. (2020: RMB4.26 per sq.m.).

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

下表載列本集團於2021年及2020年物業管理服務收入總額、12月31日在管建築面積及項目數明細(按物業類型劃分)：

The table below sets forth the breakdown of the Group's total property management services revenue during 2021 and 2020, GFA under management and number of projects as at 31 December by type of properties:

		2021			2020		
		收入	在管 建築面積	項目數	收入	在管 建築面積	項目數
		Revenue	GFA under management	Number of projects	Revenue	GFA under management	Number of projects
		(人民幣 千元)	(千平方米)		(人民幣 千元)	(千平方米)	
		(RMB'000)	('000 sq.m.)		(RMB'000)	('000 sq.m.)	
住宅	Residential	<b>667,003</b>	<b>23,635</b>	<b>132</b>	447,206	16,908	98
非住宅	Non-residential	<b>160,099</b>	<b>6,313</b>	<b>64</b>	107,035	3,047	35
土地管理	Land management	<b>13,444</b>	—	—	—	—	—
總計	Total	<b>840,546</b>	<b>29,948</b>	<b>196</b>	554,241	19,955	133

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

下表載列本集團於2021年及2020年物業管理服務收入總額、12月31日在管建築面積及項目數明細(按開發商類型劃分)：

The table below sets forth the breakdown of the Group's total property management services revenue of 2021 and 2020, GFA under management and number of projects as at 31 December by type of developers:

		2021			2020		
		收入	在管 建築面積	項目數	收入	在管 建築面積	項目數
		Revenue	GFA under management	Number of projects	Revenue	GFA under management	Number of projects
		(人民幣 千元)	(千平方米)		(人民幣 千元)	(千平方米)	
		(RMB'000)	('000 sq.m.)		(RMB'000)	('000 sq.m.)	
濱江集團或其聯營 公司單獨或與其他 各方共同開發的 物業	Properties developed by Binjiang Group or its associates or jointly developed with other parties	<b>549,434</b>	<b>15,510</b>	<b>89</b>	374,512	13,021	74
— 前期階段	— early stage	<b>295,448</b>	<b>8,756</b>	<b>53</b>	219,098	8,710	50
— 業委會階段	— property owners' association stage	<b>253,986</b>	<b>6,754</b>	<b>36</b>	155,414	4,311	24
獨立物業開發商開 發的物業	Properties developed by independent property developers	<b>277,668</b>	<b>14,438</b>	<b>107</b>	179,729	6,934	59
— 前期階段	— early stage	<b>179,046</b>	<b>10,584</b>	<b>80</b>	138,333	5,574	50
— 業委會階段	— property owners' association stage	<b>98,622</b>	<b>3,854</b>	<b>27</b>	41,396	1,360	9
土地管理	Land management	<b>13,444</b>	—	—	—	—	—
總計	Total	<b>840,546</b>	<b>29,948</b>	<b>196</b>	554,241	19,955	133

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

下表載列本集團於2021年及2020物業管理服務收入總額、12月31日在管建築面積及項目數明細(按地區劃分)：

The table below sets forth the breakdown of the Group's total property management services revenue of 2021 and 2020, GFA under management and number of projects as at 31 December by geographic region:

		2021			2020		
		收入	在管 建築面積	項目數	收入	在管 建築面積	項目數
		Revenue	GFA under management	Number of projects	Revenue	GFA under management	Number of projects
		(人民幣 千元)	(千平方米)		(人民幣 千元)	(千平方米)	
		(RMB'000)	('000 sq.m.)		(RMB'000)	('000 sq.m.)	
杭州	Hangzhou	617,793	19,184	133	414,574	12,084	87
浙江省 (不含杭州)	Zhejiang province (excluding Hangzhou)	206,098	9,980	58	126,421	7,680	45
浙江省外	Outside Zhejiang province	16,655	784	5	13,246	191	1
總計	Total	840,546	29,948	196	554,241	19,955	133

下表載列於2021年12月31日本集團合約面積的前五大城市分佈情況：

The table below sets forth the distribution of contracted GFA of the Group in five major cities as at 31 December 2021:

		合約管理面積 (千平方米)	佔總合約 面積的比例 Percentage of the total contracted GFA	其中來源於 獨立第三方 Developed by the independent third parties	項目數 Number of projects
杭州市	Hangzhou	29,216	58.7%	40.8%	198
金華市	Jinhua	6,911	13.9%	76.1%	37
嘉興市	Jiaxing	3,469	7.0%	45.0%	24
紹興市	Shaoxing	2,456	4.9%	73.6%	15
湖州市	Huzhou	1,421	2.9%	42.3%	8



## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

### 未來展望

#### 持續推進質量品牌建設

本集團將進一步提升服務標準化建設，打造量身定製。力爭成為「中國物業一流、浙江標桿」。高效穩定的服務質量將為本集團創造更高的品牌價值，形成持續市場競爭力。因此本集團將以成為「物業行業品牌領跑者，高端質量標準制訂者」為願景，優化常態化質量檢查，從集團飛行檢查、工程安全檢查及區域物業部日常檢查三個層面加強及深化日常品控監察力度及維度；同時重塑高端客服管家團隊服務體系，保障在管物業項目質量長效持久、服務水平與時俱進。

#### 持續擴大業務規模及市場份額

中國目前的物業管理服務行業集中度逐步提高已成趨勢。本集團有意利用於長江三角洲高端市場的成功經驗，並善用本集團既有的服務管理系統和標準，以擴大於現有市場的市場份額及進一步深入新市場。本集團將以落地城市為重點深耕成林的業務拓展戰略，形成聚焦杭州，深耕長江三角洲，輻射華東，開拓大灣區，關注中國中西部地區的業務發展方向。一旦在新的區域市場建立業務範圍，本集團計劃提高當地市場佔有率，以提升規模經濟。

此外，本集團也在積極佈局康養、學校及城市服務等多種業態領域，提升集團的綜合服務能力。

### PROSPECTS

#### Further promotion of quality brand building

The Group will further develop its service standardization model and create customized services. The Group strives to become a top property management brand in China and a benchmark in Zhejiang. Through providing effective and consistent services, the Group will gain higher brand value and sustainable market competitiveness. Aiming to become an industry-leading brand and the benchmark for luxury quality, the Group will improve its regular quality inspections and enhance and expand the monitoring of its daily quality control through unannounced inspections, project safety inspections and daily inspections by regional property departments. In addition, the Group will redesign its high-end butler service team, so as to ensure the long-lasting quality of projects under management with up-to-date service standards.

#### Further expansion of business scale and market share

The property management service industry in China is increasingly concentrated. The Group intends to leverage its success in the luxury market in the Yangtze River Delta and its existing service management systems and standards to expand its current market share and to further penetrate new markets. The Group utilizes a benchmark model where it takes root within the region once a benchmark property has been established within. Focusing in Hangzhou and taking root in the Yangtze River Delta, the Group will focus on the operation in the existing markets and strategically expand its business coverage in eastern China. The Group will also explore opportunities in Greater Bay Area and the mid-west China. Once the Group has established a presence in a new regional market, the Group plans to grow its presence in the market to enhance its economies of scale.

In addition, the Group also actively expands its business into healthcare, schools, urban services and other industries to strengthen its comprehensive service capabilities.

# 管理層討論及分析

## MANAGEMENT DISCUSSION AND ANALYSIS

### 拓展提供多樣化服務

本集團將圍繞業主需求，結合自身房產品服務專業優勢，本集團致力於成為業主信賴的房屋資產打理及保養者，打造以5S為中心的增值服務體系，包括硬裝服務、軟裝服務、中介服務、租賃服務、室內維修及智能設施設備更換升級服務。5S增值服務的每個業務條線都可以成為其他環節的引流入口和服務補充，將會成為公司新的利潤增長引擎。此外，本集團將依托現有平台優勢，多渠道建立戰略合作關係，擴大服務業務範圍。本集團將維持及探索與行業知名商家的更多合作機會，並將成功合作模式推廣複製。

### 進一步優化管理及運營體系

本集團致力於升級內部管理體系及智慧化管理平台，同時兼顧原則性及靈活性以適應企業未來發展。公司通過優化管理架構、標準化作業流程、加大人力資源投入力度、加強採購控制等手段加強內部控制體系，為企業發展注入原動力。同時，本集團致力於通過智慧化手段提升管理效能、加強內外部資源整合以期為業主提供更全面、快捷、方便、安全的服務。憑借自身管理經驗，本集團擬加速集團智慧化佈局及推進信息化生態平台建設規劃，打造數字化管理系統平台。

### Introduction of various services

Based on the demand of property owners, the Group strives to become a trustworthy property manager and caretaker for property owners by leveraging on its professional property products and services. The Group will develop value-added services system focusing on 5S, which includes furnishing services, interior design services, agency services, leasing services, interior repairs and smart facility and equipment upgrades and replacement services. All business lines of 5S value-added services will provide business opportunities to other business segments and complement services provided by such segments, becoming a new driver for profit growth within the Company. In addition, the Group will capitalize its advantages of the existing platform to establish strategic partnerships through various channels and expand its service coverage. The Group will continue to maintain and actively seek for additional partnership opportunities with well-known enterprises in the industry, promoting and replicating its successful partnership model.

### Further improvement of management and operation systems

The Group puts great efforts in upgrading its internal management system and smart management platform, while adhering to its principles and maintaining a degree of flexibility to prepare for future development. The Group aims to boost its development through optimizing its management structure, setting up standardized operation procedures, developing human resources and strengthening the procurement control to refine its internal control mechanism. In addition, the Group strives to enhance its management efficiency by using smart approaches. The Group aims to provide property owners with comprehensive and convenient services in a timely and safe manner through integrating internal and external resources. Leveraging on its management experience, the Group intends to accelerate the application of smart technologies and the informatization of its platforms and ecosystems, creating a digital management system platform.

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

### 財務回顧

本集團收入來自三個主要業務：(i)物業管理服務；(ii)非業主增值服務；及(iii)5S增值服務。

### FINANCIAL REVIEW

The Group's revenue was generated from three main business lines: (i) property management services; (ii) value-added services to non-property owners; and (iii) 5S value-added services.

		2021		2020		變更
		人民幣千元	佔總收入%	人民幣千元	佔總收入%	Changes
		RMB'000	% of total revenue	RMB'000	% of total revenue	%
<b>物業管理服務</b>	<b>Property management services</b>	<b>840,546</b>	<b>60.1</b>	554,241	57.7	51.7
住宅物業管理服務	Property management services for residential properties	667,003	47.7	447,206	46.6	49.1
非住宅物業管理服務	Property management services for non-residential properties	160,099	11.4	107,035	11.1	49.6
土地管理	Land management	13,444	1.0	—	—	100
<b>非業主增值服務</b>	<b>Value-added services to non-property owners</b>	<b>419,542</b>	<b>30.0</b>	312,014	32.5	34.5
交付前服務	Pre-delivery services	394,618	28.2	282,053	29.4	39.9
諮詢服務	Consulting services	18,248	1.3	16,275	1.7	12.1
社區空間服務	Community space services	6,676	0.5	13,686	1.4	-51.2
<b>5S增值服務</b>	<b>5S value-added services</b>	<b>138,859</b>	<b>9.9</b>	93,946	9.8	47.8
優家服務	Youjia services	91,825	6.6	35,977	3.8	155.2
優居服務	Youju services	6,113	0.4	24,111	2.5	-74.6
優享生活服務	Youxiang living services	40,921	2.9	33,858	3.5	20.9
合計	Total	<b>1,398,947</b>	<b>100.0</b>	960,201	100.0	45.7

物業管理服務收入達人民幣840.5百萬元，較2020年人民幣554.2百萬元，年比增長51.7%，為本集團主要收入來源，佔2021年總收入的60.1%。其中，向濱江集團或其聯營公司單獨或與其他各方共同開發的物業提供物業管理服務所產生的收入為人民幣549.4百萬元，佔2021年物業管理服務收入的65.4%。與此同時，本集團在發揮傳統業務優勢領域的基礎上，同步積極向獨立第三方業務及非杭州區域物業服務業務領域進行拓展。截至2021年12月31日止年度，獨立

Revenue generated from **property management services** amounted to RMB840.5 million, representing an increase of 51.7% as compared with RMB554.2 million in 2020. It was the Group's main source of revenue and accounted for 60.1% of total revenue in 2021. Revenue generated from the provision of property management services to properties solely developed by Binjiang Group or its associates or jointly developed with other parties was RMB549.4 million, and accounted for 65.4% of revenue from property management services in 2021. Leveraging on its leading position in traditional property business, the Group aggressively expanded business to cover properties developed by the independent third parties and properties outside Hangzhou. For the year

# 管理層討論及分析

## MANAGEMENT DISCUSSION AND ANALYSIS

物業開發商開發的物業服務收入為人民幣291.1百萬元，較2020年增長62.0%；杭州市以外物業服務收入為人民幣222.8百萬元，較2020年增長59.5%。本集團在本年度新增儲備土地管理服務，截至2021年12月31日止年度，土地管理收入為人民幣13.4百萬元。

非業主增值服務收入達人民幣419.5百萬元，較2020年人民幣312.0百萬元增長34.5%，佔本集團於2021年總收入約30.0%。該部分收入增長的主要原因是本年度承接項目數量穩步上升。受市場整體影響，社區空間廣告收入下降，導致社區空間服務收入下降。

5S增值服務收入達人民幣138.9百萬元，較2020年人民幣94.0百萬元增長47.8%，佔本集團於2021年總收入約9.9%。增加主要是由於主要經紀服務的業務擴張及本集團服務業主數量增加。因本年度交付項目中定製家居涉及的項目減少，因此優居服務業績下降。

### 毛利及毛利率

基於上述因素，本集團於年內的毛利由2020年的人民幣297.3百萬元增長51.3%至2021年的人民幣449.7百萬元。本集團的毛利率由2020年的31.0%增長1.1個百分點至2021年的32.1%，主要是由於業務規模的增長。

ended 31 December 2021, the revenue from property management services for properties developed by the independent third parties amounted to RMB291.1 million, representing an increase of 62.0% as compared with 2020; and the revenue from property management services for properties outside Hangzhou amounted to RMB222.8 million, representing an increase of 59.5% as compared with 2020. During the year, the Group introduced land reserve management services. For the year ended 31 December 2021, the revenue from land management services amounted to RMB13.4 million.

Revenue generated from **value-added services to non-property owners** amounted to RMB419.5 million, representing an increase of 34.5% as compared with RMB312.0 million in 2020, and accounted for approximately 30.0% of the Group's total revenue in 2021. The increase was mainly due to the stable growth in the number of projects undertaken during the year. As affected by the overall performance of the market, revenue from advertisement placements in community space decreased, which resulted in the drop in revenue from community space services.

Revenue generated from **5S value-added services** amounted to RMB138.9 million, representing an increase of 47.8% as compared with RMB94.0 million in 2020, and accounted for approximately 9.9% of the Group's total revenue in 2021. The increase was mainly due to the business expansion in primary brokerage service and the number of property owners served by the Group. The operation results of Youju services declined as a result of the decrease in the number of projects related to customized home furnishing among the projects delivered during the year.

### Gross profit and gross profit margin

Based on the above factors, the Group's gross profit increased by 51.3% from RMB297.3 million in 2020 to RMB449.7 million in 2021. The Group's gross profit margin increased by 1.1 percentage points from 31.0% in 2020 to 32.1% in 2021, mainly due to the growth of business.

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

		2021		2020	
		毛利	毛利率	毛利	毛利率
		Gross profit	Gross profit margin	Gross profit	Gross profit margin
		人民幣千元	%	人民幣千元	%
		RMB'000	%	RMB'000	%
物業管理服務	Property management services	161,341	19.2	104,378	18.8
非業主增值服務	Value-added services to non-property owners	189,314	45.1	141,224	45.3
5S增值服務	5S value-added services	99,022	71.3	51,715	55.0
合計	Total	449,677	32.1	297,317	31.0

物業管理服務毛利由2020年的人民幣104.4百萬元增長54.5%至2021年的人民幣161.3百萬元，毛利率由2020年的18.8%增長至2021年的19.2%，增長0.4個百分點。2021年度本集團憑藉品牌優勢，持續承接區域範圍內高價樓盤，保持收入持續性增長；同時，通過運營管理系統改造，在保障服務品質的前提下，提高管理效率，有效控制成本上升。

Gross profit of property management services increased by 54.5% from RMB104.4 million in 2020 to RMB161.3 million in 2021, and gross profit margin increased by 0.4 percentage point from 18.8% in 2020 to 19.2% in 2021. In 2021, leveraging on the Group's strong brand name, the Group was able to maintain the continuous increase in revenue by providing services for high value properties. In addition, through upgrade of operation system, operation efficiency was improved to effectively control cost while the quality of services was maintained.

非業主增值服務毛利由2020年的人民幣141.2百萬元上升34.1%至2021年的人民幣189.3百萬元，毛利率由2020年的45.3%微降至2021年的45.1%。

Gross profit of value-added services to non-property owners increased by 34.1% from RMB141.2 million in 2020 to RMB189.3 million in 2021, and gross profit margin decreased slightly from 45.3% in 2020 to 45.1% in 2021.

5S增值服務毛利由2020年的人民幣51.7百萬元上升91.5%至2021年的人民幣99.0百萬元，毛利率由2020年的55.0%上升至2021年的71.3%。毛利上升乃主要是由於本年度新增一手房代理協銷業務。

Gross profit of 5S value-added services increased by 91.5% from RMB51.7 million in 2020 to RMB99.0 million in 2021, and gross profit margin increased from 55.0% in 2020 to 71.3% in 2021. The increase in gross profit was mainly due to the new brokerage services for primary property sales during the year.

# MANAGEMENT DISCUSSION AND ANALYSIS

### 銷售成本

年內，本集團的銷售成本由2020年的人民幣662.9百萬元增加43.2%至2021年的人民幣949.3百萬元，這主要是由於業務規模增長帶來的銷售成本上升。

### 銷售及營銷開支

年內，本集團的銷售及營銷開支由2020年的人民幣2.7百萬元增加至2021年的人民幣3.8百萬元，主要是由於本年度銷售業務的增長，導致銷售佣金增加。

### 行政開支

年內，本集團的行政開支由2020年的人民幣39.8百萬元增加34.7%至2021年的人民幣53.6百萬元，主要原因為本年度行政管理人員增加，導致相應人員成本增加。

### 貿易應收款項的減值虧損

年內，本集團的貿易應收款項的減值虧損由2020年的人民幣11.5百萬元增加至2021年的人民幣12.1百萬元，主要是由於本年度業務規模增長及應收款增加導致計提壞賬準備增加所致。

### 融資收入／(成本)淨額

年內，本集團的融資收入指銀行存款利息收入。融資收入由2020年的人民幣31.0百萬元上升至2021年的人民幣32.9百萬元，主要是由於本集團對自有資金集中管理，定期存款中帶來利息收入增加。融資成本指自業主收取的分類為合約負債的租賃負債及預付定製室內裝飾服務費的利息開支，融資成本由2020年的人民幣0.5百萬元增加至2021年人民幣0.7百萬元，主要是由於本年度業務規模的增長，新增相應辦公樓租賃費用。

### Cost of sales

During the year, the Group's cost of sales increased by 43.2% from RMB662.9 million in 2020 to RMB949.3 million in 2021. The increase in cost of sales was in line with the growth of business scale.

### Selling and marketing expenses

During the year, the Group's selling and marketing expenses increased from RMB2.7 million in 2020 to RMB3.8 million in 2021, mainly due to an increase in sale commission as a result of the growth of sales business.

### Administrative expenses

During the year, the Group's administrative expenses increased by 34.7% from RMB39.8 million in 2020 to RMB53.6 million in 2021, mainly due to the increase in staff cost as a result of the increase in the headcount of administrative and management personnel during the year.

### Impairment loss on trade receivables

During the year, the Group's impairment loss on trade receivables increased from RMB11.5 million in 2020 to RMB12.1 million in 2021, mainly due to the growth of business and an increase in allowance on bad debts as a result of an increase of receivables during the year.

### Net finance income/(costs)

During the year, the finance income of the Group was interest income on bank deposits. Finance income increased from RMB31.0 million in 2020 to RMB32.9 million in 2021, mainly due to an increase in interest income from time deposits as a result of the centralized capital management of the Group. Finance costs represent lease liabilities and interest expenses on prepaid customized home furnishing services fees received from property owners categorized as contract liabilities. Finance costs increased from RMB0.5 million in 2020 to RMB0.7 million in 2021. The increase was mainly attributable to the leasing expenses for office building as a result of the growth of business during the year.

# 管理層討論及分析

## MANAGEMENT DISCUSSION AND ANALYSIS

### 分佔聯營公司及合營公司利潤減虧損

年內，本集團分佔兩間聯營公司及一間合營公司利潤減分佔兩間聯營公司虧損由2020年的盈利人民幣0.6百萬元增加至2021年的盈利人民幣1.3百萬元，主要是由於聯營公司本年度盈利。

### 稅前利潤

年內，本集團稅前利潤為人民幣423.2百萬元，較2020年的人幣284.0百萬元增加49.0%，主要是由於本年度毛利增長人民幣152.4百萬元。

### 所得稅

年內，本集團的所得稅開支由2020年的人幣63.7百萬元增加54.2%至2021年的人幣98.2百萬元，主要是由於業務規模增長，稅前利潤增長導致所得稅開支上漲。

### 年內利潤

本集團的年內利潤為人民幣325.0百萬元，較2020年人民幣220.3百萬元增加47.5%，主要是由於業務規模增長帶來的貢獻。而本公司權益股東應佔年內利潤為人民幣321.8百萬元，較2020年人民幣219.6百萬元增加46.5%。淨利率為23.2%，較2020年22.9%增加0.3個百分點。

### 流動資產、財務資源及資產負債比率

本集團於2021年年內維持優良財務狀況。於2021年12月31日，流動資產為人民幣1,482.3百萬元，較2020年12月31日人民幣1,368.1百萬元增長8.3%。

### Share of profits less losses of associates and a joint venture

During the year, the Group's share of profits less losses of two associates and a joint venture increased from a profit of RMB0.6 million in 2020 to a profit of RMB1.3 million in 2021, mainly due to the profits generated by the associates during the year.

### Profit before taxation

During the year, profit before taxation of the Group was RMB423.2 million, representing an increase of 49.0% as compared with RMB284.0 million in 2020, mainly due to an increase of RMB152.4 million in gross profit during the year.

### Income tax

During the year, income tax expenses of the Group were RMB98.2 million in 2021, representing an increase of 54.2% as compared with RMB63.7 million in 2020, mainly due to the growth of business and an increase in income tax expenses as a result of an increase in profit before taxation.

### Profit for the year

The Group's profit for the year was RMB325.0 million, representing an increase of 47.5% as compared with RMB220.3 million in 2020, mainly due to the growth of business. Profit for the year attributable to equity shareholders of the Company for the year was RMB321.8 million, representing an increase of 46.5% as compared with RMB219.6 million in 2020. Net profit margin was 23.2%, representing an increase of 0.3 percentage point as compared with 22.9% in 2020.

### Current assets, financial resources and gearing ratio

The Group maintained a well financial performance in 2021. As at 31 December 2021, current assets were RMB1,482.3 million, representing an increase of 8.3% as compared with RMB1,368.1 million as at 31 December 2020.

# 管理層討論及分析

## MANAGEMENT DISCUSSION AND ANALYSIS

於2021年12月31日，本集團的現金及等價物達到人民幣905.7百萬元，同比2020年12月31日人民幣805.4百萬元增長12.5%。這主要是因為業務規模增長帶來的經營活動現金淨流入的增加人民幣242.4百萬元。於2021年12月31日，流動比率為2.08，較2020年12月31日的2.13有所下降。

於2021年12月31日，本集團不存在任何貸款或借貸(2020年12月31日：無)。

本集團於2021年12月31日的總權益為人民幣973.6百萬元，同比2020年12月31日人民幣858.3百萬元增長13.4%。這主要因為本年度業務規模增長，以及經營利潤增長帶來的貢獻。

### 庫務政策

截至2021年12月31日止年度，本集團就其庫務政策採取審慎財務管理方法，確保滿足日常營運及資本支出的流動資金需求。董事會緊密監控本集團的流動資金狀況，並在考慮金融工具的信貸風險、流動資金風險及市場風險後，適當投資盈餘現金，例如本集團在保障上述流動性的情況下，將部分現金存放為三個月以上到期的銀行存款，增加資金利息收入。

### 投資物業、物業、廠房及設備

於2021年12月31日，本集團投資物業、物業、廠房及設備達人民幣20.3百萬元，較2020年12月31日的人民幣16.7百萬元增長21.6%，主要是由於本年度新增物業、廠房及設備人民幣4.4百萬元。同時，業務規模的擴張，導致配備業務開展的物業、廠房及設備也有一定的增長。

As at 31 December 2021, the Group's cash and cash equivalents were RMB905.7 million, representing an increase of 12.5% as compared with RMB805.4 million as at 31 December 2020. This was mainly due to an increase of net cash inflow from operating activities of RMB242.4 million driven by the growth of business. As at 31 December 2021, current ratio was 2.08, representing a decrease as compared with 2.13 as at 31 December 2020.

As at 31 December 2021, the Group did not have any loans or borrowings (31 December 2020: Nil).

As at 31 December 2021, the total equity of the Group was RMB973.6 million, representing an increase of 13.4% as compared with RMB858.3 million as at 31 December 2020. This was mainly due to the growth of business and an increase in operating profit.

### Treasury Policies

For the year ended 31 December 2021, the Group has adopted a prudent financial management approach towards its treasury policies to ensure the liquidity requirements from daily operation as well as capital expenditures are met. The Board closely monitors the Group's liquidity positions, while surplus cash are invested appropriately with the consideration of the credit risks, liquidity risks and market risks of the financial instruments, such as the Group placed a certain amount of cash as bank deposits with maturity over three months for higher interest income to secure liquidity mentioned above.

### Investment properties, property, plant and equipment

As at 31 December 2021, the investment properties, property, plant and equipment of the Group amounted to RMB20.3 million, representing an increase of 21.6% as compared with RMB16.7 million as at 31 December 2020, mainly due to the addition of property, plant and equipment of RMB4.4 million. In addition, property, plant and equipment for business development increased in line with the growth of business.



# 管理層討論及分析

## MANAGEMENT DISCUSSION AND ANALYSIS

### 或然負債

於2021年及2020年12月31日，本集團並無任何或然負債。

### 合約負債

於2021年12月31日，本集團合約負債同比增長33.6%，主要是由於2021年底交付的項目較多，預收基礎物業服務費較上年增加31%。

### 資產抵押

於2021年及2020年12月31日，概無本集團資產作抵押。

### 貿易及其他應收款項

於2021年12月31日，貿易及其他應收款項達人民幣173.4百萬元，較2020年的人民幣95.7百萬元增長了人民幣77.7百萬元，增長81.2%，主要是由於業務規模擴張使收入增長導致應收物業管理費用有所增加。

### 貿易及其他應付款項

於2021年12月31日，貿易及其他應付款項達人民幣495.9百萬元，較2020年的人民幣473.3百萬元增長了人民幣22.6百萬元，增長4.8%，主要是由於員工人數的增加導致應付職工薪酬增長。同時，代替業主委員會收取的款項隨著業務規模的擴張而有所增加。

### 按公平值計入損益（「按公平值計入損益」）的金融資產

於2021年12月31日，按公平值計入損益的金融資產指在報告期末本集團購買的由金融機構發行的財資產品（銀行活期理財）。

### Contingent liabilities

The Group did not have any contingent liabilities as at 31 December 2021 and 2020.

### Contract liabilities

As at 31 December 2021, contract liabilities of the Group recorded a year-on-year increase of 33.6%. The increase was mainly due to the increase in the number of projects delivered at the end of 2021, resulting in the increase of 31% in basic property service fees received in advance as compared with the previous year.

### Pledged assets

The Group did not have any pledged assets as at 31 December 2021 and 2020.

### Trade and other receivables

As at 31 December 2021, trade and other receivables amounted to RMB173.4 million, representing an increase of RMB77.7 million or 81.2% as compared with RMB95.7 million in 2020, mainly due to an increase in property management fee receivables as a result of the growth of business.

### Trade and other payables

As at 31 December 2021, trade and other payables amounted to RMB495.9 million, representing an increase of RMB22.6 million or 4.8% as compared with RMB473.3 million in 2020, mainly due to an increase in staff salaries payable as a result of an increase in number of staff. In addition, the cash collected on behalf of the property owner associations increased in line with the growth of business.

### Financial assets at fair value through profit or loss ("FVPL")

As at 31 December 2021, financial assets at FVPL represented treasury products (demand wealth management of Banks) issued by financial institutions and were purchased at the end of the Reporting Period.

# 管理層討論及分析

## MANAGEMENT DISCUSSION AND ANALYSIS

### 人力資源

於2021年12月31日，本集團總共僱用7,225名僱員(2020年12月31日：5,507名)。本報告期內，本集團的員工成本為人民幣601.8百萬元(2020年：人民幣412.2百萬元)。

### 重大投資、附屬公司及聯營公司的重大投資、重大收購及出售

本公司於期內概無任何重大投資(包括佔本集團資產總值5%或以上的重大投資)。

報告期內，本集團無有關附屬公司、聯營公司及合營企業的重大收購及出售事項。

### 面對的外匯風險

本集團主要通過以非本集團所屬實體各自功能貨幣計價的買賣而存有外匯風險。

本公司、英屬維爾京群島附屬公司及香港附屬公司的功能貨幣均為港元。該等公司主要以港元經營。此外，由於港元與美元掛鈎，本集團認為港元與美元的匯率變動風險不大。

本集團中國附屬公司的功能貨幣是人民幣，而業務亦主要以人民幣經營，因此本集團認為外匯風險不大。

### Human resources

As at 31 December 2021, the Group employed a total of 7,225 employees (as at 31 December 2020: 5,507 employees). During the Reporting Period, the staff costs of the Group were RMB601.8 million (2020: RMB412.2 million).

### Significant investments, and significant investments, significant acquisitions and disposals of subsidiaries and associates

The Company did not have any significant investments (including significant investments which accounted for 5% or more of the total assets of the Group) during the period.

During the Reporting Period, the Group did not have any significant acquisitions and disposals of subsidiaries, associates and joint ventures.

### Exposure to foreign exchange risks

The Group is exposed to currency risk primarily through sales and purchases that are denominated in a currency other than the respective functional currencies of the Group entities.

The Company, the British Virgin Islands subsidiary and the Hong Kong subsidiary's functional currency is HKD. Their businesses are principally conducted in HKD. In addition, as the HKD is pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant.

The functional currency of the Group's subsidiaries' in the PRC is RMB and their businesses are principally conducted in RMB. Therefore, the Group considers the currency risk to be insignificant.

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

### 風險及不確定因素

#### 區域集中風險

本集團所有業務運營集中於長江三角洲，尤其是杭州。於報告期內，長江三角洲的在管總建築面積幾乎相當於本集團所有在管總建築面積，且自長江三角洲的在管物業產生的物業管理服務收入幾乎相當於本集團所有物業管理服務收入的總額。儘管本集團將進一步擴張至中國其他主要經濟地區及城市，但本公司預期，長江三角洲在不久將來將繼續佔運營的大部分。假如長江三角洲出現任何不利經濟狀況，例如經濟衰退、自然災害、傳染病爆發、恐怖襲擊，或當地政府機關採納的法規對物業管理服務行業施加額外限制，本集團的業務、財務狀況及經營業績可能受到重大不利影響。為此，本集團積極尋求位於長江三角洲以外的業務機會以擴大我們的地域覆蓋面。

#### 新獲合同風險

於報告期內，本集團透過招標程序獲得幾乎所有的新物業管理服務合同。物業開發商及業主大會基於多種因素挑選物業管理公司，包括但不限於所提供服務的品質、定價水平及物業管理公司的經營歷史。無法保證本集團日後將能夠獲得新物業管理服務合同。此外，本集團於報告期的部分物業管理服務合同與濱江集團所開發物業的管理有關。濱江集團經營的任何不利發展或其開發新物業的能力或會對本集團獲得新物業管理服務合同的能力產生負面影響。本集團無法保證濱江集團會聘請本集團作為其所開發的任何物業之物業管理服務供應商。倘本集團無法增加

### RISKS AND UNCERTAINTIES

#### Geographical concentration risk

All of the Group's operations are concentrated in the Yangtze River Delta, particularly in Hangzhou. During the Reporting Period, the total GFA under management located in the Yangtze River Delta accounted for almost all of our total GFA under management, and property management services revenue generated from our managed properties in the Yangtze River Delta amounted to almost all of our total property management services revenue. Though the Group will further expand to other key economics regions and cities in China, the Company expect that the Yangtze River Delta will still continue to account for a significant portion of our operations in the near future. If the Yangtze River Delta experiences any adverse economic conditions, such as an economic downturn, natural disaster, contagious disease outbreak, terrorist attack, or if the local governmental authorities adopt regulations that place additional restrictions on the property management service industry, the Group's business, financial condition and results of operations could be materially and adversely affected. Given the above, the Group actively seeks business opportunities outside the Yangtze River Delta to expand our geographical coverage.

#### New contract risk

During the Reporting Period, the Group procured almost all of our new property management service contracts through tender processes. Property developers and the property owners' general meetings choose property management companies based on a number of factors, including but not limited to the quality of services provided, pricing and the operating history of the property management company. There is no assurance that the Group will be able to procure new property management service contracts in the future. Furthermore, some Group's property management service contracts during the Reporting Period were related to the management of properties developed by Binjiang Group. Any adverse development in the operations of Binjiang Group or its ability to develop new properties may negatively impact the Group ability to procure new property management service contracts. The Group cannot assure that Binjiang Group will engage the Group

## 管理層討論及分析 MANAGEMENT DISCUSSION AND ANALYSIS

由獨立第三方物業開發商開發的管理物業數量，本集團的經營業績及增長前景可能會受到重大不利影響。為此，本集團提升優質的服務能力、積極尋求來自獨立第三方的業務機會，以擴大我們的業務獲取渠道。

### 未來收購風險

於未來，本集團計劃尋求及評估收購其他物業管理公司及其他能補充現有服務的業務的機會，以擴大本集團的業務規模並將彼等之業務與本集團的業務結合起來。然而，收購涉及固有風險及不明確因素，包括但不限於潛在的持續財務負債及有關目標的隱藏或不能預見的負債、無法將本集團的業務模式或標準化業務流程應用於收購目標、未能達到擬定收購目標或利益、分散管理現有業務運營的資源及管理層的注意力。此外，概無保證本集團可覓得適當收購機遇。即使能覓得適當收購機遇，本集團不一定能及時按照對我們有利的條款完成收購，或根本無法完成。因此，本集團的競爭力及增長前景可能受到重大不利影響。為此，本集團將謹慎選擇收購標的。

as their property management service provider for any property they developed. If our Group are not able to increase the number of managed properties developed by independent third party property developers, our Group's results of operations and growth prospects may be materially and adversely affected. Given the above, the Group will enhance its quality service capabilities, and actively seek business opportunities from independent third parties to expand our business access channel.

### Future acquisition risk

In the future, our Group plans to seek and evaluate opportunities to acquire other property management companies and other businesses that may complement our existing service offerings to expand the Group's business scale and integrate their operations into the Group's business. However, acquisitions involve inherent risks and uncertainties, including, without limitation, potential ongoing financial obligations and hidden or unforeseen liabilities in connection with the target, inability to apply the Group's business model or standardize business processes with the acquisition targets, failure to achieve the intended acquisition objectives or benefits, diversion of resources and management attention from managing our existing business operations. In addition, there can be no assurance that our Group will be able to identify suitable acquisition opportunities. Even if the Company can, the Group may not be able to complete the acquisitions on terms favorable to us and in a timely matter, or at all. As a result, the Group's competitiveness and growth prospects could be materially and adversely affected. Given the above, the Company will identify acquisition targets in a cautious manner.

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

### 疫情風險

疫情期間，本集團參與到疫情防控一線，配合屬地社區加強疫情管控，承擔了大量的居民生活服務職能，社會認可度得到進一步提高。同時，本集團也耗費了一定量的人力、物力成本以保障園區物業服務品質。因此，疫情期間及疫情過後可能發生物業拓展減速、成本增加、基層員工流失等風險。本集團從疫情爆發至今，反應迅速、應對果斷、措施得力，制定疫情防控應急預案，推出疫情防控操作指南，未來也將會考慮將此類大型公共危機應急機制納入物業管理常態機制以應對各類突發狀況。

截至本年報日期，董事會依據業務營運和資金投入情況，認為本集團流動資金狀況良好、營運資金充足，未受到疫情重大影響，可以滿足預期資本投入計劃。

### 稅務寬減

根據開曼群島法例，現時並無因持有本公司股份而對個人或公司的利潤、收入、收益或增值徵收任何稅項，亦無繼承稅及遺產稅性質的稅項。

### 資本結構

截至2021年12月31日止年度，本公司之資本結構並無變動。本公司之資本由普通股及其他儲備組成。

### Epidemic risk

In the face of the epidemic, the Group stands at the front line to enhance epidemic preventive measures in accordance with the requirement of local community and perform various duties to serve the general public. The social recognition of the Group was further enhanced. Additional human resources and materials were allocated and higher costs were incurred to maintain our service quality. During the period of and after epidemic, the Group may encounter some problems, such as slowdown in property development, higher costs and dropping out of general staff. The operation and performance of the Group will be adversely affected. The Group has promptly and decisively responded to the epidemic by introducing various preventive measures which will be adopted as our regular property management measures to deal with major public crisis in the future.

As at the date of this annual report, based on the business operation and capital investment of the Group, the Board believes that the Group maintains stable liquidity position and sufficient working capital and has not been materially affected by the COVID-19 epidemic, and that the liquidity position and working capital of the Group are sufficient to meet the expected capital investment plan.

### Tax reduction

Pursuant to the laws of the Cayman Islands, the Cayman Islands currently levy no taxes on individuals or corporations based upon profits, income, gains or appreciations and there is no taxation in the nature of inheritance tax and estate duty.

### Capital structure

There has been no change in capital structure of the Company for the year ended 31 December 2021. The capital of the Company comprises ordinary shares and other reserves.

# 管理層討論及分析

## MANAGEMENT DISCUSSION AND ANALYSIS

### 未來重大投資或資本資產計劃

如本公司日期為2019年2月28日的招股章程(「招股章程」)及本公司於2019年2月28日刊發的公告所陳述，通過上市及超額配發募集的資金淨額裏面有約35% (159.4百萬港元左右)是用作收購其他物業管理公司及於物業管理相關業務的公司，約20% (91.1百萬港元左右)是用作投資於資產管理平台，以從事長期公寓及工業園經營，另約10% (45.5百萬港元左右)是用作設立合營公司或平台。本公司自報告期內及截至本年報日期，一直努力而謹慎地探討和追蹤市場裏的潛在機會。截至2021年12月31日，本集團已設立20家合作公司平台。2021年度本集團亦積極尋求收購機會及資產管理平台投資機會，但因相關標的公司無法滿足本集團經營要求，目前尚未尋獲合適的收購目標或資產管理平台投資目標。本集團將繼續積極物色收購及資產管理平台投資目標，該部分資金將於確定目標後開始動用。

### 購買、出售或贖回本公司之上市證券

報告期內，本公司或其任何附屬公司概無購回、出售或贖回本公司的任何上市證券。

### Future plans for substantial investments or capital assets

As stated in the prospectus of the Company dated 28 February 2019 (the “**Prospectus**”) and the announcement of the Company dated 28 February 2019, approximately 35% (approximately HK\$159.4 million) of the net proceeds from the Listing and the over-allotment is used for acquisition of other property management companies and companies which are engaged in property management related businesses, approximately 20% (approximately HK\$91.1 million) for investment on asset management platform to engage in the operation of and long-term apartment and industrial parks, and approximately 10% (approximately HK\$45.5 million) for establishment of joint companies or platforms. During the Reporting Period and as at the date of this annual report, the Company has been exploring and tracking potential opportunities in the market in a diligent and cautious manner. As of 31 December 2021, the Group has established 20 cooperation platforms. In 2021, the Group also actively explored acquisition and investment opportunities of asset management platforms. However, the Group has not yet identified any acquisition and investment target of asset management platforms since the potential targets did not satisfy the operating needs of the Group. The Group will continue to actively explore acquisition and investment targets of asset management platforms and such part of the proceeds will be utilized once the target is confirmed.

### Purchase, sale or redemption of listed securities of the Company

The Company or any of its subsidiaries has not repurchased, sold or redeemed any of the listed securities of the Company during the Reporting Period.

## 管理層討論及分析

# MANAGEMENT DISCUSSION AND ANALYSIS

### 僱員及薪酬政策

於2021年12月31日，本集團總共僱用7,225名僱員(2020年12月31日：5,507名)。本報告期內，本集團的員工成本為人民幣601.8百萬元(2020年：人民幣412.2百萬元)。

本集團向員工發放之酬金待遇乃按其職務、資歷、個人表現及當時市場標準釐定。支付予僱員酌情花紅乃根據個別僱員表現，以表揚及回報其貢獻。我們已實施且將繼續實施各種員工認可計劃及獎勵。本集團亦同時為僱員作出社會保障基金(包括退休金計劃、醫療保險、工傷保險、失業保險及生育保險)及住房公積金供款。於報告期內，本集團亦向員工提供系統化及範圍廣泛培訓計劃及晉升輪崗計劃。於報告期內，本集團並未採納任何購股權計劃。

### Employees and remuneration policies

As at 31 December 2021, the Group had a total of 7,225 employees (as at 31 December 2020: 5,507 employees). The staff cost of the Group during the Reporting Period was RMB601.8 million (2020: RMB412.2 million).

The Group's remuneration packages for employees are determined based on their duties, qualifications, individual performance and current market standards. The discretionary bonus paid to employees, based on the performance of individual employees, recognized and rewarded their contribution. We have implemented and will continue to implement various employee recognition initiatives and rewards. The Group also makes social security contributions (including pension plans, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance) and housing provident fund contributions for our employees. During the Reporting Period, the Group also provided its staff with systematic and extensive training plans and promotion and rotation programs. During the Reporting Period, the Group did not adopt any share option scheme.

## 董事及高級管理層 DIRECTORS AND SENIOR MANAGEMENT

### 執行董事

朱立東先生，58歲，自2018年9月以來一直為本公司的執行董事、董事會主席及總裁。彼於2003年5月加入本集團，且於房地產行業擁有逾18年的經驗。憑藉其豐富的經驗，彼主要負責本集團的整體管理及業務營運，包括協調董事會事務、制定策略及營運計劃以及作出主要業務決策。彼亦分別自2006年11月及2010年2月以來一直為濱江物業(一家從事物業管理的公司)的董事會主席及總經理，負責該公司的整體管理及業務營運。

自2017年2月至2018年9月，朱先生一直為濱江控股(一家從事投資的公司)的副總經理，負責該同系附屬公司之整體運營。自2003年5月至2017年2月，彼擔任杭州濱江房產集團股份有限公司(「濱江房產」)的副總經理，該公司於深圳證券交易所上市(股份代號：002244)，其主營業務為房地產開發。彼於任期內負責有關項目的運營及市場擴張。彼自1994年10月至2003年4月曾擔任杭州日報記者及總編辦公室及專著辦公室的副主編，杭州日報報業集團(「杭州日報」)(前稱為杭州日報新聞出版社)每日商報的副主編，該公司為一家於深圳證券交易所上市(股份代號：000607)的大眾傳媒公司，而彼主要負責撰寫及編輯稿件。此前，朱先生於1984年9月至1994年10月曾為武警杭州指揮學院的教員。

### EXECUTIVE DIRECTORS

**Mr. ZHU Lidong (朱立東)**, aged 58, has been an executive Director, the chairman of the Board and president of the Company since September 2018. He has joined our Group in May 2003 and has more than 18 years of experience in the real estate industry. With his extensive experience, he is principally responsible for the overall management and business operation of our Group, including coordinating board affairs, formulating strategies and operational plans and making major business decisions. He is also the chairman of the board and the general manager of Binjiang Property, a company engaged in property management, since November 2006 and February 2010, respectively, where he is responsible for overall management and business operation.

From February 2017 to September 2018, Mr. ZHU was the deputy general manager of Binjiang Holdings, a company engaged in investment, where he was responsible for the general operations of the fellow subsidiaries. From May 2003 to February 2017, he served as the deputy general manager at Hangzhou Binjiang Real Estate Group Co., Ltd.\* (“**Binjiang Real Estate**”), a company listed on the Shenzhen Stock Exchange (stock code: 002244) with its principal in business in real estate development. During his tenure, he was responsible for projects operation and market expansion. From October 1994 to April 2003, he was a reporter and the deputy director of general editing office and monograph office of Hangzhou Daily Newspaper Press Group (“**Hangzhou Daily**”) (formerly known as Hangzhou Daily Newspaper Press) and an associate general editor of Daily Commence Newspaper of Hangzhou Daily Newspaper, a mass media corporation listed on the Shenzhen Stock Exchange (stock code: 000607), where he was primarily responsible for writing and editing manuscripts. Prior to that, Mr. ZHU was a teaching staff at Armed Police Hangzhou Command College from September 1984 to October 1994.



## 董事及高級管理層 DIRECTORS AND SENIOR MANAGEMENT

自2012年7月以來，朱先生一直為浙江房地產協會物業管理分會的副會長。自2018年8月以來，彼亦一直擔任杭州物業管理協會的副會長。於2008年7月，朱先生獲委聘為杭州市物業管理招投標專家，且自2018年8月至2020年7月獲委任為杭州市物業管理優秀項目考評專家庫會員。

由於彼所取得的成就以及其對杭州經濟及社會發展作出的貢獻，朱先生已獲授多項獎項。於2004年，彼獲2004中國城市土地運營博覽會評為中國優秀職業經理人。彼亦於2017年獲網易房產授予態度地產人物的稱號。

朱先生於1984年7月獲得中國杭州大學(目前已併入浙江大學)的歷史專業的學士學位。

**鍾若琴女士**，36歲，自2018年9月以來一直為本公司的執行董事及董事會秘書。彼亦為本公司的聯席公司秘書。鍾女士於2013年4月加入本集團，主要負責制定及監督經營策略及計劃、決定及執行董事會決議案以及執行董事會的業務目標。鍾女士於房地產行業方面擁有豐富的工作經驗。自2018年7月以來，彼獲委任為濱江物業的證券部經理，彼於該公司主要負責成立及組織證券部。

自2013年4月至2018年6月，彼曾任職於濱江房產的證券部，彼於該公司負責董事會會議的舉行、信息披露、投資管理及再融資。自2008年8月至2011年2月，鍾女士為CITIC-Prudential Finance Company Ltd.之代理總監，該公司從事保險及財富管理業務，彼負責個人銷售、團隊管理及績效評估。

Since July 2012, Mr. ZHU has been the vice chairperson of the Property Management Association of Zhejiang Real Estate Institute. He has also been serving as the vice chairman of the Hangzhou Property Management Association since August 2018. In July 2008, Mr. ZHU was recognized as the Hangzhou Property Management Bidding Expertise and appointed as the fellow of Hangzhou Property Management Excellent Projects Evaluation Expert Database from August 2018 to July 2020.

Due to his achievements and contributions to the economic and social development of Hangzhou, Mr. ZHU has been granted a number of awards. In 2004, he was awarded China Excellent Professional Manager by the 2004 China City-land Operation Exposition. He was also conferred the Attitude Real Estate Person by the Netease Real Estate in 2017.

Mr. ZHU received his bachelor's degree in history from Hangzhou University (currently merged into Zhejiang University), the PRC, in July 1984.

**Ms. ZHONG Ruoqin (鍾若琴)**, aged 36, has been an executive Director and the secretary to the Board of the Company since September 2018. She is also a joint company secretary of the Company. Ms. ZHONG has joined our Group in April 2013 and is primarily responsible for formulating and supervising operational strategies and plans, deciding and executing the board resolution, undertaking business objectives of the Board. Ms. ZHONG has extensive work experience in the real estate industry. Since July 2018, she has been appointed as the manager of securities department at Binjiang Property, where she is primarily responsible for forming and organizing the securities department.

From April 2013 to June 2018, she served in the securities department of Binjiang Real Estate, where she was responsible for the conduct of board meetings, information disclosure, and management of investment and refinancing. From August 2008 to February 2011, Ms. ZHONG was an agency supervisor of CITIC-Prudential Finance Company Ltd., a company engaged in insurance and wealth management business, where she was responsible for personal selling, team management and performance appraisal.

## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

鍾女士於2012年10月在香港獲得香港城市大學的工商管理碩士學位及於2008年6月獲得愛爾蘭唐道克理工學院商務專業的學士學位。

Ms. ZHONG received her master's degree in business administration from the City University of Hong Kong, Hong Kong, in October 2012 and the bachelor's degree in business from the Dundalk Institute of Technology, Ireland, in June 2008.

### 非執行董事

**莫建華先生**，51歲，自2017年12月以來一直為本公司的非執行董事。彼主要負責就本集團的業務運營提供指導及監督。莫先生於房地產行業擁有逾23年經驗。彼自2017年1月以來亦擔任杭州普特股權投資管理有限公司（「**普特股權**」）的總經理，該公司主要涉足股權投資，而彼於該公司負責業務的整體管理。自2006年11月起，彼一直擔任濱江房產的董事，負責就本集團的業務運營提供指導及進行監督。

### NON-EXECUTIVE DIRECTORS

**Mr. MO Jianhua (莫建華)**, aged 51, has been the non-executive Director of the Company since December 2017. He is primarily responsible for providing guidance and supervision to our Group's business operations. Mr. MO has over 23 years of experience in the real estate industry. Since January 2017, he has also been serving as the general manager of Hangzhou Pute Equity Investment Management Limited (“**Pute Equity**”), a company which is principally engaged in equity investment, where he is responsible for the overall management of business. Since November 2006, he has been a director at Binjiang Real Estate, where he is responsible for providing guidance and supervision to our Group's business operations.

自2011年7月至2017年11月，彼擔任杭州濱江創業投資有限公司（「**濱江創投**」）的總經理，該公司主要涉足風險投資，而彼於該公司負責整體業務營運。自1999年12月至2011年7月，彼為濱江房產的董事副總經理，負責工程成本管理。自1996年10月至1999年12月，彼擔任濱江房屋建設開發有限公司（該公司涉足房地產建設）的副總經理，負責工程成本管理。

From July 2011 to November 2017, he was the general manager of Hangzhou Binjiang Venture Capital Investment Limited\* (“**Binjiang Venture Capital**”), a company which is primarily engaged in venture capital, and he was responsible for overall operation of business. From December 1999 to July 2011 he was the managing deputy general manager of Binjiang Real Estate, where he was responsible for the management of construction costs. From October 1996 to December 1999, he served as a deputy general manager at Binjiang Real Estate Construction Co., Ltd., a company engaged in real estate construction. He was responsible for the management of construction costs.

莫先生於2013年6月獲得中國浙江大學的高級管理人員工商管理碩士學位。

Mr. MO obtained an executive master's degree in business administration (EMBA) from Zhejiang University, the PRC, in June 2013.

## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

蔡鑫先生，46歲，自2018年9月以來為本公司的非執行董事。彼主要負責就本集團的業務運營提供指導及監督。自2017年11月以來，彼一直為濱江創投的總經理，彼於該公司負責整體業務營運、市場擴張及投資項目實施。

自2011年7月至2017年11月，彼於普特股權擔任副總經理，彼於該公司負責企業資金籌集及投資項目實施。自2002年9月至2011年7月，彼於濱江房產擔任財務部經理，主要負責財務部的整體管理、財務報告編製、制定預算計劃及稅務報告。

蔡先生於2015年12月獲得浙江大學的工商管理行政碩士學位，亦於1997年7月獲得中國浙江財經大學的經濟學學士學位。彼於2012年6月獲得浙江省高級會計師資格評審委員會頒發的高級會計師證書。

**Mr. CAI Xin (蔡鑫)**, aged 46, has been the non-executive Director of the Company since September 2018. He is primarily responsible for providing guidance and supervision to our Group's business operations. Since November 2017, he has been the general manager at Binjiang Venture Capital, where he is in charge of overall operation of business, marketing expansion and investment projects implementation.

From July 2011 to November 2017, he served as the deputy general manager of Pute Equity, where he was responsible for corporate fund raising and investment projects implementation. From September 2002 to July 2011, he served as the manager of finance department at Binjiang Real Estate, where he was primarily responsible for the general management of finance department, preparation of financial reports, formulating budget plans and tax reports.

Mr. CAI obtained an executive master's degree in business administration from Zhejiang University in December 2015 and a bachelor's degree in economics from Zhejiang University of Financial and Economics, the PRC, in July 1997. He obtained the certificate of senior accountant granted by Zhejiang Senior Accountant Certificate Evaluation Committee in June 2012.

## 董事及高級管理層 DIRECTORS AND SENIOR MANAGEMENT

### 獨立非執行董事

丁建剛先生，58歲，於2019年2月加入本集團，擔任獨立非執行董事。自2014年5月以來，丁先生一直為浙報傳媒地產研究院(該機構從事提供房地產行業的市場分析)的院長，並負責與房地產政策及房地產市場有關的研究。彼亦自2017年10月起擔任浙江房地產業協會理事，負責與房地產行業的政策及市場趨勢有關的研究。

丁先生在媒體行業擁有約32年的經驗。自2014年6月至今，丁先生為杭州浙訊房地產決策研究諮詢有限公司的僱員。自2013年3月至2014年5月，丁先生任職於杭州中房信息科技有限公司(該公司從事提供房地產行業的市場分析)，負責有關房地產政策及房地產市場的研究。自2008年9月至2013年2月，彼任職於浙江在線新聞網站有限公司(從事網絡新聞發佈)經濟部並擔任該公司之住在杭州網站副主編，負責研究金融地產及提供相關評論。自1989年4月至2008年9月，彼任職於浙江廣播電視集團(從事報紙、雜誌及視頻發行及銷售)，負責地產節目製作。自1985年11月至1989年4月，彼任職於浙江省建築工業學校的建築結構教學與研究小組，負責建築結構課程的教學及教學與研究小組的管理。自1983年7月至1985年10月，彼亦擔任長春高等建築專科學校的教員。

### INDEPENDENT NON-EXECUTIVE DIRECTORS

**Mr. DING Jiangan (丁建剛)**, aged 58, joined our Group in February 2019 as an independent non-executive Director. Since May 2014, Mr. DING has been the dean of Zhejiang Daily Media Real Estate Institute, which is engaged in provision of market analysis of real estate industry, and is responsible for research on real estate policy and real estate market. He has also been serving at Zhejiang Real Estate Institute as a council member and is responsible for research in relation to policies and market trends in the real estate industry since October 2017.

Mr. DING has approximately 32 years of experience in the media industry. Mr. DING has been an employee of Decision Research Consultancy Limited since June 2014. Mr. DING worked for Hangzhou Joint Founder Information Technology Co., Ltd., which is engaged in provision of market analysis of real estate industry, and was responsible for research on real estate policy and real estate market from March 2013 to May 2014. He worked for the economic department of, and as the deputy editor of the website Live in Hangzhou of Zhejiang Online News Website Co., Ltd., which is engaged in online news publication and he was responsible for researching financial properties and providing commentaries thereon from September 2008 to February 2013. He worked for Zhejiang Radio & TV Group, which is engaged in publication and sales of newspaper, magazines and video, and he was responsible for production of property programs from April 1989 to September 2008. He worked for teaching and research group of building structure of Zhejiang Construction Industrial College and was responsible for teaching building structure courses and management of the teaching and research group from November 1985 to April 1989. He was also a teaching staff in Changchun Advanced Architecture Institute from July 1983 to October 1985.

## 董事及高級管理層 DIRECTORS AND SENIOR MANAGEMENT

丁先生自2019年1月起一直擔任德信中國控股有限公司(一間於香港聯交所上市之物業開發公司，股份代號：02019)之獨立非執行董事。彼負責就該公司之營運及管理提供獨立判斷及建議。另外，彼現時亦任職祥生控股(集團)有限公司(一間於聯交所上市之物業開發公司，股份代號：02599)之獨立非執行董事及薪酬委員會成員。丁先生於1983年7月取得中國西安建築科技大學(前稱為西安冶金建築學院)土木工程學士學位。

Mr. DING has been serving as an independent non-executive director of Dexin China Holdings Company Limited, a property development company listed on the Hong Kong Stock Exchange (stock code: 02019) since January 2019. He is responsible for providing independent judgment and advice in relation to operations and management of the company. In addition, he now also serves as an independent non-executive director and a member of the remuneration committee of Shinsun Holdings (Group) Co., Ltd., a property development company listed on the Stock Exchange (stock code: 02599). Mr. DING obtained his bachelor's degree in civil engineering from Xi'an University of Architecture and Technology (formerly known as Xi'an Metallurgy Architecture College), the PRC, in July 1983.

李坤軍先生，44歲，於2019年2月加入本集團，擔任獨立非執行董事。自2017年10月起，彼一直擔任杭州小疇科技有限公司的執行總裁，該公司涉足房地產技術開發，自杭州騰果網絡科技有限公司及杭州日報吸收投資，並創建杭州房地產市場最具影響力的微信公眾號之一。彼負責整體管理及業務營運。

**Mr. LI Kunjun (李坤軍)**, aged 44, joined our Group in February 2019 as an independent non-executive Director. Since October 2017, he has been serving as the chief executive officer of Hangzhou Xiaodi Technology Co., Ltd., a company engaged in the real estate technology development, which attracted investments from Hangzhou Tengguo Internet Technology Co., Ltd. and Hangzhou Daily, and created one of the most influential Wechat official accounts with regard to property market in Hangzhou. He is responsible for the overall management and business operation.

李先生在媒體行業擁有豐富的工作經驗。自2000年9月至2016年12月，彼於杭州日報擔任多個職位，包括記者及房產部主任。彼於任期內曾出版書籍—《杭州好房子—裘維維李坤軍購房指南》。

Mr. LI has extensive work experience in the media industry. From September 2000 to December 2016, he held various positions at Hangzhou Daily, including reporter, and director of property office. During his tenure, he published a book, Hangzhou Qualified Houses — Guidance for purchasing houses from QIU Weiwei and LI Kunjun.

李先生於2000年6月畢業於中國浙江大學，獲中文學士學位。

Mr. LI graduated from Zhejiang University, the PRC, with his bachelor's degree in Chinese in June 2000.

## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

蔡海靜女士，39歲，於2019年2月加入本集團，擔任獨立非執行董事。自2007年12月以來，彼曾為浙江財經大學的會計學講師，隨後於2014年12月獲委任為副教授，於2019年11月獲委任為教授。於2017年10月，蔡女士被評為浙江省高校中青年學科帶頭人，並於2015年12月成為浙江省新世紀151人才工程的發展對象。

蔡女士自2017年12月以來於旺能環境股份有限公司(一家於深圳證券交易所上市的環境保護公司，股份代號：002034)、自2017年10月以來於浙江康隆達特種防護科技股份有限公司(一家於上海證券交易所上市的紡織品製造公司，股份代號：603665)及自2015年7月以來於杭州集智機電股份有限公司(一家於深圳證券交易所上市的機器製造公司，股份代號：300553)擔任獨立非執行董事及審核委員會成員。彼擔任獨立非執行董事及審核委員會成員，負責就該等上市公司的整體管理及審核委員會提供獨立判斷及建議。

蔡女士於2013年6月獲得中國中南財經政法大學會計專業博士學位，於2007年10月於加拿大布魯克大學獲得碩士學位，於2006年6月於中國浙江財經大學獲得學士學位。彼於2011年6月成為英國特許會計師協會會員以及於2010年9月成為加拿大註冊會計師協會會員。

**Ms. CAI Haijing (蔡海靜)**, aged 39, joined our Group in February 2019 as an independent non-executive Director. Since December 2007, she was a lecturer of accounting at Zhejiang University of Finance and Economics and subsequently appointed as an associate professor and a professor in December 2014 and November 2019, respectively. In October 2017, Ms. CAI was regarded as the Leading Expert of the Zhejiang High-education Youngster and the nurturing target of the Zhejiang 151 Talent Project in December 2015.

Ms. CAI has been serving as an independent non-executive director and a member of the audit committee of Wangneng Environment Co., Ltd., an environment protection company listed on the Shenzhen Stock Exchange (stock code: 002034) since December 2017, Zhejiang Kang Long Da Special Protection Technology Co., Ltd., a textile manufacturing company listed on the Shanghai Stock Exchange (stock code: 603665) since October 2017 and Hangzhou Jizhi Mechatronic Co., Ltd., a machines manufacturing company listed on the Shenzhen Stock Exchange (stock code: 300553) since July 2015. As an independent non-executive director and a member of the audit committee, she is responsible for providing independent judgment and advice in relation to general management and audit committee to those listed companies.

Ms. CAI obtained a doctoral degree in accounting from Zhongnan University of Economics and Law, the PRC, in June 2013, a master's degree from Brock University, Canada, in October 2007 and bachelor's degree from Zhejiang University of Financial and Economics, the PRC, in June 2006. She was admitted as a fellow of the Association of Chartered Certified Accountants in June 2011 and the Canadian Institute of Chartered Accountants in September 2010.

## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

### 高級管理層

沈國榮先生，40歲，於2020年9月獲委任為本集團的執行總裁，彼主要負責區域內項目的整體管理。彼於物業管理服務行業擁有逾18年經驗。彼於2004年10月加入本集團，於2005年2月之前一直擔任項目經理，負責項目的整體管理。彼其後自2005年2月至2009年12月擔任濱江物業的總經理助理，負責整體管理及監督，於2009年12月獲委任為本集團的副總經理。

於加入本集團前，彼自2002年1月至2004年9月為嘉業陽光物業管理有限公司(一家涉足物業管理服務行業的公司)的項目經理，負責項目的整體管理。於2017年6月，沈先生獲委任為江幹區物業管理協會的主席。於2014年7月，彼亦獲認可為杭州市物業管理招投標專家及杭州市物業管理優秀項目考評專家庫成員。

沈先生畢業於中國嘉興學院，於2011年1月獲建築工程管理專業大專學歷。於2013年11月，彼獲中華人民共和國住房和城鄉建設部認可為註冊物業管理師。

### SENIOR MANAGEMENT

**Mr. SHEN Guorong (沈國榮)**, aged 40, has been appointed as an executive president of our Group in September 2020, and he is primarily responsible for the general management of regional projects. He has more than 18 years of experience in the property management service industry. He has joined our Group in October 2004 as a project manager and was responsible for the overall management of projects till February 2005. He subsequently served as an assistant of general manager of Binjiang Property, and was responsible for the general management and supervision from February 2005 to December 2009. He was appointed as a deputy general manager of our Group in December 2009.

Prior to joining our Group, he was a project manager at Jiaye Sunshine Property Management Co., Ltd., a company engaged in property management service industry, from January 2002 to September 2004. He was responsible for the overall project management. In June 2017, Mr. SHEN was appointed as the chairman of Jianggan District Property Management Institute. He was also recognized as the Hangzhou Property Management Bidding Expertise and the fellow of Hangzhou Property Management Excellent Projects Evaluation Expert Base in July 2014.

Mr. SHEN graduated from Jiaying University, the PRC, with an associate degree in construction project management in January 2011. In November 2013, he was recognized as a registered Property Manager by the Ministry of Housing and Urban-Rural Development of the People's Republic of China.

## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

王國義先生，59歲，於2020年9月獲委任為本集團副總裁。彼主要負責業務發展、工程管理、交付前驗收管理及售後服務。王先生於物業管理服務行業擁有近22年經驗。自2005年3月至2009年12月，彼於濱江物業擔任工程總監，負責工程管理，於2009年12月獲任為本集團副總經理。

於加入本集團前，彼先前自2000年1月至2005年2月在浙江南都物業管理有限公司(一家從事物業管理的公司)擔任工程師，負責工程管理及顧問。自1996年11月至1998年6月，彼擔任印尼上璋藤業有限公司的生產部門技術員，該公司從事藤條製造、出口及進口，而彼負責機械維護。自1991年12月至1996年11月，彼擔任杭州化工大廈電器技工，該公司從事化工行業，而彼負責電器安裝及維護以及電話交換台運行。自1984年12月至1991年12月，彼擔任杭州標準件總廠的電器技工，該廠從事機械組件製造，而彼負責模具車間的電器維護。自1981年12月至1984年12月，彼擔任杭州廣播器材廠(前稱杭州錢江毛筆製刷廠)的電器技工，該公司從事廣播設備製造，而彼負責電器維護。

王先生於1980年6月獲得中國杭州市第五高級中學的高中文憑。

**Mr. WANG Guoyi (王國義)**, aged 59, has been appointed as a vice president of our Group in September 2020. He is primarily responsible for business development, engineering management, pre-delivery examination management and after-sale services. Mr. WANG has almost 22 years of experience in the property management service industry. From March 2005 to December 2009, he served as an engineering director in Binjiang Property and was responsible for the engineering management. He was appointed as a deputy general manager of our Group in December 2009.

Prior to joining our Group, he previously worked as an engineer at Zhejiang Nandu Property Management Co., Ltd., a company engaged in property management, from January 2000 to February 2005, where he was responsible for engineering management and consultancy. From November 1996 to June 1998, he worked as a technician at the production department of Pt. San Weei Indonesia Rattan Industry, a company engaged in rattan manufacturing, exporting and importing, where he was responsible for mechanical maintenance. From December 1991 to November 1996, he worked as an electrician at Hangzhou Chemistry Building, a company engaged in chemical industry, where he was responsible for electrical installation and maintenance, as well as the operation of telephone switchboard. From December 1984 to December 1991, he served as an electrician at Hangzhou Standard Head Factory, a company engaged in manufacturing mechanical components, where he was responsible for electrical maintenance at the mold workshop. From December 1981 to December 1984, he served as an electrician at Hangzhou Broadcast Equipment Factory (previously known as Hangzhou Qianjiang Maobi Factory, a company engaged in manufacturing broadcasting equipment, where he was responsible for electrical maintenance.

Mr. WANG obtained a high school diploma from Hangzhou the Fifth High School, the PRC, in June 1980.



## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

程燕飛先生，41歲，於2020年9月獲委任為本集團的副總裁，彼主要負責區域項目的整體管理。彼於物業管理服務行業擁有逾18年經驗。彼於2005年10月加入本集團，於2017年1月之前一直擔任項目經理，負責項目的整體管理。彼其後自2017年2月至2020年9月擔任濱江物業的區域副總經理，負責區域範圍內項目整體管理及監督。

於加入本集團前，自2005年4月至2005年10月擔任杭州佰全物業管理有限公司綜合主管，自2003年12月至2005年4月擔任杭州大家物業經營管理公司管理員，自2003年4月至2003年11月任北京華潤置地物業管理有限公司管理員，2001年9月至2002年1月任北京順天通物業管理有限公司管理員。

程先生於2003年1月畢業於北方交通大學，獲物業管理大專學歷，2008年1月獲得杭州市物業管理專案主任行業崗位證書。於2013年11月，彼獲中華人民共和國住房和城鄉建設部認為註冊物業管理師。

**Mr. CHENG Yanfei (程燕飛)**, aged 41, has been appointed as a vice president of our Group since September 2020 and is primarily responsible for the general management of regional projects. He has more than 18 years of experience in the property management service industry. He has joined our Group in October 2005 as a project manager and was responsible for the overall management of projects till January 2017. He was subsequently served as a deputy regional manager of Binjiang Property, and was responsible for the general management and supervision from February 2017 to September 2020.

Prior to joining our Group, he was a general manager at Hangzhou Baiquan Property Management Co., Ltd. from April 2005 to October 2005, a manager at Hangzhou Dajia Property Operation and Management Co., Ltd. from December 2003 to April 2005, a manager at Beijing CR Land Property Management Co., Ltd. from April 2003 to November 2003, and a manager at Beijing Shuntiantong Property Management Co., Ltd. from September 2001 to January 2002.

Mr. CHENG graduated from Northern Jiaotong University with an associate degree in property management in January 2003. In January 2008, he obtained the certificate of property management project director in Hangzhou. In November 2013, he was recognized as a registered property manager by the Ministry of Housing and Urban-Rural Development of the People's Republic of China.

## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

林猛先生，55歲，於2020年9月獲委任為本集團副總裁。彼主要負責業務發展、交付前諮詢、品牌運營。林先生於物業管理服務行業擁有近20年經驗。自2009年起，彼於濱江物業擔任項目經理，負責項目的整體管理，於2015年9月獲任為本集團經理，負責本集團業務發展、交付前諮詢、品牌運營。於2018年12月起任本集團總監，負責本集團業務發展、交付前諮詢、品牌運營。

林先生於2006年7月畢業於浙江大學，獲行政管理學大專學歷，於2006年5月獲得國家建設部人事教育司頒發的物業企業經理上崗證書，於2020年6月被杭州市住房保障及房產管理局聘任為前期物業招投標專家庫成員。

湯雄先生，41歲，於2021年4月加入本集團，任財務負責人，主要負責本集團的全面財務管理。

**Mr. LIN Meng (林猛)**, aged 55, has been appointed as a vice president of our Group in September 2020. He is primarily responsible for business development, pre-delivery consulting and brand operation. Mr. LIN has almost 20 years of experience in the property management service industry. Since 2009, he has served as a project manager in Binjiang Property and has been responsible for the overall management of projects. He was appointed as a manager of our Group in September 2015 and was responsible for business development, pre-delivery consulting and brand operation. Since December 2018, he has served as a director of our Group and has been responsible for business development, pre-delivery consulting and brand operation.

Mr. LIN graduated from Northern Zhejiang University with an associate degree in administration in July 2006. In May 2006, he obtained the certificate of property enterprise manager issued by the Department of Personnel and Education of the Ministry of Construction. He was appointed as the fellow of Early-stage Property Bidding Expert Base by Hangzhou Housing Security and Management Bureau in June 2006.

**Mr. TANG Xiong (湯雄)**, aged 41, joined our Group in April 2021 as the financial controller and he is primarily responsible for overall financial management of our Group.

## 董事及高級管理層

# DIRECTORS AND SENIOR MANAGEMENT

加入本集團前，2015年4月至2021年4月彼獲任浙江開元物業管理股份有限公司產業財務總監，該公司為物業服務管理企業，而彼負責物業產業財務管理。自2012年2月至2015年4月，彼獲任麗水華僑開元名都大酒店的財務總監，負責酒店財務整頓，該公司從事酒店管理。自2011年4月至2012年2月，彼獲任安徽高速開元國際大酒店財務總監，負責酒店開業籌建時期全面財務管理。2010年12月至2011年4月，彼獲任常州開元度假村財務總監，負責全面財務管理。2009年2月至2010年12月，彼獲任開元寧波九龍湖度假村財務總監助理，負責酒店籌建時期財務管理。2007年11月至2009年2月，彼獲任開元酒店集團投資、審計經理，負責集團財務管理。2002年9月至2007年11月，彼獲任武漢東方大酒店總會計師，負責會計核算管理。

湯先生於2021年1月畢業於中國人民大學，獲財務會計本科學歷。於2004年5月獲得中華人民共和國財政部頒發的中級會計師證書。彼於2020年1月成為美國註冊管理會計師協會註冊管理會計師。

Prior to joining our Group, he was appointed as an industry financial director of Zhejiang New Century Property Management Co., Ltd., a company engaged in property services and management, and he was responsible for property industry financial management from April 2015 to April 2021. He was appointed as a financial director of Huaqiao New Century Grand Hotel Lishui, a company engaged in hotel management, and he was responsible for financial restructuring of the hotel from February 2012 to April 2015. He was appointed as a financial director of Gaosu New Century Hotel International Anhui and he was responsible for the general financial management during the preparation and opening of the hotel from April 2011 to February 2012. He was appointed as a financial director of New Century Resort Changzhou and he was responsible for the general financial management from December 2010 to April 2011. He was appointed as an assistant to financial director of New Century Resort Jiulong Lake Ningbo and he was responsible for financial management during the preparation of the hotel from February 2009 to December 2010. He was appointed as a manager of investment and audit of New Century Hotel Group and he was responsible for financial management of the group from November 2007 to February 2009. He was appointed as the chief accountant of Wuhan Oriental Hotel and he was responsible for accounting management from September 2002 to November 2007.

Mr. TANG graduated from Renmin University of China with a bachelor's degree in accounting in January 2021. In May 2004, he obtained the certificate of intermediate accountant granted by Ministry of Finance of the People's Republic of China. He was admitted as a certified management accountant of the Institute of Certified Management Accountants of the United States of America in January 2020.

### 所得款項用途

上市及超額配發所得款項總額為455.3百萬港元，其中上市所得款項淨額約為389.8百萬港元(已扣除上市開支)，其擬按招股章程「未來計劃及所得款項用途」一節所披露之方式應用；超額配發所得款項淨額約為65.5百萬港元(已扣除超額配發開支)，其擬按招股章程「未來計劃及所得款項用途」一節所述之用途按比例動用該等額外所得款項淨額。

### USE OF PROCEEDS

The total proceeds from the Listing and Over-allotment amounted to HK\$455.3 million. The net proceeds from the Listing were approximately HK\$389.8 million (after deducting listing expenses), which are intended to be utilized in the manner as disclosed in the section headed "Future Plans and Use of Proceeds" in the Prospectus. The net proceeds from the Over-allotment were approximately HK\$65.5 million (after deducting over-allotment expenses), which are intended to be utilized pro-rata in accordance with the purposes described in the section headed "Future Plans and Use of Proceeds" in the Prospectus.

# 董事會報告

## DIRECTORS' REPORT

於2021年12月31日，本集團已動用所得款項淨額約為204.8百萬港元，未動用的所得款項淨額約250.5百萬港元。於2021年12月31日，所得款項淨額動用情況如下：

As at 31 December 2021, the Group had utilized approximately HK\$204.8 million of the net proceeds, and the unutilized net proceeds amounted to approximately HK\$250.5 million. As at 31 December 2021, the net proceeds had been utilized as follows:

所得款項用途	Use of proceeds	根據招股章程	於2021年		於2021年
		建議動用	1月1日	於年內	12月31日
		所得款項淨額	尚未動用	已動用	未動用
		Proposed use of net proceeds according to the prospectus	Unutilized amount as at 1 January 2021	Utilized amount during the year	Unutilized amount as at 31 December 2021
		(百萬港元)	(百萬港元)	(百萬港元)	(百萬港元)
		(HK\$ million)	(HK\$ million)	(HK\$ million)	(HK\$ million)
收購位於長江三角洲的主要城市以及深圳等新城市的物業管理公司以進一步增加本集團於現有市場的市場份額及擴大本集團的地域覆蓋面 <sup>1</sup>	Acquisition of property management companies located in major cities in the Yangtze River Delta to further increase the Group's market share in the existing market, and also in new cities such as Shenzhen to expand the Group's geographical coverage <sup>1</sup>	159.4	159.4	—	159.4
更新本集團的管理服務系統，以及招募及培養人才	Updating the Group's management service systems and recruiting and nurturing talents	113.8	6.6	6.6	—
投資於資產管理平台，以從事運營工業園 <sup>2</sup>	Investment in the asset management platform to engage in the operation of industrial parks <sup>2</sup>	91.1	91.1	—	91.1
與當地政府及物業開發商合作設立合營公司或平台 <sup>3</sup>	Establishing joint venture companies or platform through the cooperation with local governments and property developers <sup>3</sup>	45.5	16.5	16.5	—
做運營資金及一般企業用途	As working capital and for other general corporate purposes	45.5	—	—	—
		455.3	273.6	23.1	250.5

1. 本集團計劃於2023年12月31日前將該部分資金使用完畢。
  2. 本集團計劃於2023年12月31日前將該部分資金使用完畢。
  3. 本集團已於2019年下半年開始合作項目並搭建合營公司及平台並於不遲於2021年內完成。截至2021年12月31日，已成立20家合作公司平台。
1. The Group planned to fully utilize this portion of proceeds by 31 December 2023.
  2. The Group planned to fully utilize this portion of proceeds by 31 December 2023.
  3. The Group has launched the cooperation projects and established joint venture companies and platforms in the second half of 2019. The projects will be completed by 2021. As at 31 December 2021, 20 cooperation platforms had been established.

### 主要業務

本集團的主要業務為於中國提供物業管理服務、非業主增值服務及5S增值服務。有關本集團於截至2021年12月31日止年度的主要業務的分析載列於綜合財務報表附註3。

### 業績

本集團截至2021年12月31日止年度的業績載於本年報第187頁至第188頁之綜合損益及其他全面收益表。

### 末期股息

經考慮本集團業務發展需要及對本公司股東的回報後，董事會建議派發2021年末期股息為每股0.473港元，全年派息比率約為60%。擬派發的末期股息總計約130.8百萬港元，須經本公司股東於本公司應屆股東週年大會（「股東週年大會」）上批准。末期股息預計將於2022年6月22日（星期三）前後派付本公司股東。

### PRINCIPAL BUSINESS

The Group is principally engaged in provision of property management services, value-added services for non-property owners and 5S value-added services in the PRC. The analysis of the Group's principal business for the year ended 31 December 2021 is set out in Note 3 the consolidated financial statements.

### RESULTS

The results of the Group for the year ended 31 December 2021 are set out in the consolidated statement of profit or loss and other comprehensive income on pages 187 to 188 of this annual report.

### FINAL DIVIDEND

Having considered the needs of business development of the Group and returns of shareholders of the Company, the Board recommends the payment of a final dividend for 2021 of HK\$0.473 per share. The dividend ratio of the year is approximately 60%. The proposed final dividend amounted to approximately HK\$130.8 million in total, and shall be subject to approval by shareholders of the Company at the forthcoming annual general meeting of the Company (the "AGM"). The final dividend is expected to be paid to shareholders of the Company on or around Wednesday, 22 June 2022.

# 董事會報告

## DIRECTORS' REPORT

### 股息政策

董事會已於2020年3月19日批准及採納更新的股息政策如下：

根據股息政策，本集團擬每年分配本集團不少於50%的純利予股東分派股息。董事會建議派付任何股息時須考慮(其中包括)：

- 商業環境及多項可能對本集團營運或財務表現有影響的內部或外部因素；
- 本集團的實際及估計未來財務表現；
- 本集團的實際及估計營運資金需求、經營策略以及發展計劃；
- 法律和監管規定；
- 本集團或本集團附屬公司派付股息的合約限制；
- 稅務考慮；
- 股東利益；以及
- 董事會可能認為相關的其他因素。

本公司是否宣派股息最終由董事會全權酌情釐定，並須遵守開曼群島公司法及本公司組織章程細則。即使董事會決定建議並宣派股息，派付股息的形式、頻率及金額最終亦取決於上文所披露因素及其他影響本公司的因素。關於以上更新的股息政策的詳情，請參見本公司刊發於2020年3月19日的公告內。

### DIVIDEND POLICY

On 19 March 2020, the Board of approved and adopted a revised dividend policy as follows:

In accordance with the dividend policy, the Group intends to distribute not less than 50% of its net profit to its shareholders as dividend distribution for each year. The Board will consider, among others, the following factors when proposing to pay any dividend:

- the business environment and various internal or external factors which may affect the operation or financial performance of the Group;
- the actual and estimated future financial performance of the Group;
- the actual and estimated working capital requirement, operation strategy and development plan of the Group;
- legal and regulatory requirement;
- contractual restriction on the distribution of dividend by the Group or subsidiaries of the Group;
- the taxation implication;
- interests of the shareholders; and
- other factors the Board may considers relevant.

The declaration of the dividend by the Company shall be at the full discretion of the Board and be subject to the Company Law of Cayman Islands and the Articles of Association of the Company. Even though the Board decides to propose and declare the distribution of dividend, the form, frequency and amount of the dividend distribution shall be subject to the factors disclosed above and other factors which may affect the Company. For details of the abovementioned revised dividend policy, please refer to the announcement of the Company dated 19 March 2020.

### 業務審視

本集團於報告期之業務回顧及本集團未來展望載於本年報第7頁至第38頁「主席報告」及「管理層討論及分析」一節。採用財務表現關鍵指標對本集團於報告期之分析載於第26頁至第33頁「財務回顧」一節。

### 環境政策及表現

本集團深明保護環境的重要性，並已採納嚴格的環保措施以確保遵守現行的環保法律及法規。

鑒於本集團的業務性質，本集團相信本集團不會承受重大環境責任風險或合規成本。於報告期內及截至本年報日期，本集團並無就違反中國環保法律而遭受過任何罰款或處罰。

環境、社會及企業管治報告載於本年報第110頁至第174頁。

### 風險及不確定因素

本集團可能面臨之主要風險及不確定因素載於本年報第34頁至第36頁「管理層討論與分析」一節。

### BUSINESS REVIEW

Business review of the Group for the Reporting Period and the Group's prospects are set out in the sections headed "Chairman's Statement" and "Management Discussion and Analysis" on pages 7 to 38 of this annual report. The analysis of the Group during the Reporting Period using key indicators of financial performance is set out in the section headed "Financial Review" on pages 26 to 33.

### Environmental Policy and Performance

The Group recognises the importance of environmental protection and was adopted stringent measures for environmental protection in order to ensure the compliance to the prevailing environmental protection laws and regulations.

Given the nature of operations of the Group, we believe we are not subject to material environmental liability risk or compliance costs. During the Reporting Period and up to the date of this annual report, no fines or penalties for non-compliance of the PRC environmental laws had been imposed on us.

The environmental, social and governance report of the Company is set out in pages 110 to 174 of this annual report.

### Risks and Uncertainties

A description of the principal risks and uncertainties that the Group may be facing is set out in the section headed "Management Discussion and Analysis" on pages 34 to 36 of this annual report.



# 董事會報告

## DIRECTORS' REPORT

### 遵守相關法例及規例

本公司嚴格遵守以下對經營有重大影響的法律及規例：(a)有關外商投資的法律及法規；(b)有關物業管理服務企業資質、委任、收費、外包及房地產經紀的法律、法規及政策；(c)有關知識產權的法律及法規；(d)有關外國投資者併購境內企業的法律及法規；(e)有關外匯、稅務的法律及法規；(f)有關勞動及社會保障的法律及法規。同時本公司內部建立了適用的法律法規清單，並不時更新，以茲遵守。

於截至2021年12月31日止年度期間，基於本公司法務部門與外部法律顧問的充分協作，通過本公司持續有效的監管，本公司能夠遵守對本公司有重大影響的中國境內外相關法律及規例。

### 財務概要

本集團過去五個財政年度之業績以及資產及負債概要載列於本年報第5頁至第6頁。本概要並不構成經審核綜合財務報表的一部分。

### 主要客戶及供應商

#### 主要客戶

截至2021年12月31日止年度，本集團前五名客戶的交易額佔本集團總收入的27.2%（2020年：18.6%），而本集團之單一最大客戶的交易額佔本集團總收入的21.8%（2020年：14.7%）。

### Compliance with relevant laws and regulations

The Company strictly complied with the following laws and regulations which may have a significant impact on its operation: (a) the laws and regulations relating to foreign investment; (b) the laws, regulations and policies relating to qualification of property management service company, appointment, fees, outsourcing and real estate brokerage; (c) the laws and regulations relating to intellectual property; (d) the laws and regulations relating to merger and acquisition of domestic enterprises by foreign investors; (e) the laws and regulations relating to foreign exchange and taxation; (f) the laws and regulations relating to labor and social security. Meanwhile, a list of applicable laws and regulations was established within the Company and updated from time to time for compliance.

During the year ended 31 December 2021, the Company was able to comply with the relevant laws and regulations within and outside China which have a significant impact on it, through the full cooperation between its legal department and the external legal advisors, and the Company's continuous and effective supervision.

### FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years are set out on pages 5 to 6 of this annual report. This summary does not form part of the audited consolidated financial statements.

### MAJOR CUSTOMERS AND SUPPLIERS

#### Major Customers

For the year ended 31 December 2021, the transaction amounts of our Group's top five customers accounted for 27.2% (2020: 18.6%) of the Group's total revenues while the transaction amounts of our single largest customer accounted for 21.8% (2020: 14.7%) of the Group's total revenues.

### 主要供應商

截至2021年12月31日止年度，本集團前五名供應商的交易額佔本集團總購貨額的12.7% (2020年：15.5%)，而本集團之單一最大供應商的交易額佔本集團總購貨額的7.8% (2020年：9.4%)。

於報告期內，除綜合財務報表附註26所披露外，概無董事、任何彼等的緊密聯繫人或任何股東(據董事所知擁有本公司的已發行股份數目的5%以上)於本集團五大客戶或供應商中擁有權益。

### 僱員關係

作為一家服務型企業，本集團認識到員工的服務水平及職業發展對本集團的發展至關重要。於報告期內，本集團繼續提供有競爭力的薪酬方案及績效考核制度，提升員工認可計劃及獎勵，並提供各項培訓機會，以增強員工歸屬感。年內僱員滿意度良好，未發生重大勞務糾紛或訴訟。

本集團於報告期內的僱員情況，薪金及福利、培訓詳情載於本年報第38頁的「管理層討論及分析」一節「僱員及薪酬政策」段落。

### 物業、廠房及設備

本集團於截至2021年12月31日止年度期間的物業、廠房及設備變動詳情載於綜合財務報表附註10。

### 股本

本公司之股本於報告期內未發生變動，詳情載於綜合財務報表附註22(b)。

### Major Suppliers

For the year ended 31 December 2021, the transaction amounts of our Group's top five suppliers accounted for 12.7% (2020: 15.5%) of the total purchases while the transaction amounts of our single largest supplier accounted for 7.8% (2020: 9.4%) of the Group's total purchases.

During the Reporting Period, save as disclosed in Note 26 to the consolidated financial statements, none of the Directors, any of their close associates or any Shareholders (which to the knowledge of the Directors owns more than 5% of the number of the issued shares of the Company) was interested in the top five customers or suppliers of the Group.

### Relationship with Employees

As a service-oriented enterprise, the Group has realized employees' service level and professional development are critical to its development. During the Reporting Period, the Group continued to offer competitive compensation packages and performance review systems, enhance employee recognition initiatives and rewards and provide various training opportunities to enhance employees sense of belonging. During the year, the performance of employees was satisfied and we have not experienced any material labour disputes or litigations.

The details of employment, salaries and benefits and staff training of the Group during the Reporting Period are set out in the paragraphs "Employees and remuneration policies" in the section headed "Management Discussion and Analysis" on page 38 of this annual report.

### PROPERTY, PLANT AND EQUIPMENT

Details of the movements in the property, plant and equipment of the Group during the year ended 31 December 2021 are set out in Note 10 to the consolidated financial statements.

### SHARE CAPITAL

The Company's share capital has not changed during the Reporting Period. Details are set out in Note 22(b) to the consolidated financial statements

# 董事會報告

## DIRECTORS' REPORT

### 儲備

本集團及本公司之儲備於截至2021年12月31日止年度期間的變動詳情載於第191頁至第192頁的綜合權益變動表及綜合財務報表附註22(a)。

### 可供分派儲備

截至2021年12月31日，本公司的可供分派儲備(包括本公司的股份溢價及保留溢利)為人民幣201.9百萬元。

### 股息分派

截至2021年及2020年12月31日止年度，本集團的股息建議派付或實際支付總額約為人民幣193.1百萬元及人民幣131.6百萬元，增加約46.7%，此乃由於本公司經營狀況良好，注重股東回報。

### 銀行借款及其他借款

於報告期內，我們並無任何銀行借款及其他借款。

### RESERVES

Details of the movements in the reserves of the Group and the Company during the year ended 31 December 2021 are set out in the consolidated statement of changes in equity on pages 191 to 192 and Note 22(a) to the consolidated financial statements.

### RESERVES AVAILABLE FOR DISTRIBUTION

As at 31 December 2021, the reserves available for distribution of the Company (including share premium and retained profits of the Company) amounted to RMB201.9 million.

### PAYMENT OF DIVIDEND

For the year ended 31 December 2021 and 2020, the total amount of dividend proposed or paid by the Group amounted to RMB193.1 million and RMB131.6 million, respectively, representing an increase of approximately 46.7%. The increase was mainly due to the satisfactory results of operation and importance attached to returns for shareholders of the Company.

### BANK LOANS AND OTHER BORROWINGS

During the Reporting Period, we did not have any bank loans and other borrowings.

# 董事會報告

## DIRECTORS' REPORT

### 董事

於報告期內及截至本年報日期，董事如下：

#### 執行董事：

朱立東  
鍾若琴

#### 非執行董事：

莫建華  
蔡鑫

#### 獨立非執行董事：

丁建剛  
李坤軍  
蔡海靜

根據組織章程細則第84(1)條和第84(2)條的規定，蔡海靜女士、莫建華先生及李坤軍先生須於股東週年大會上輪值告退，並願意膺選連任。

載有(其中包括)須於股東週年大會上輪值及重選之董事詳情的通函將於適當時候寄發予股東。

### 董事和高級管理層

董事和本公司的高級管理層的履歷詳情載於本年報第39頁至第50頁。

### 獨立非執行董事獨立性的確認

本公司已收到各獨立非執行董事根據香港聯交所證券上市規則(「上市規則」)第3.13條確認彼等的獨立性，而本公司認為，全體獨立非執行董事均符合載於上市規則第3.13條的獨立指引並根據該指引的條款均為獨立人士。

### DIRECTORS

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

#### Executive Directors:

ZHU Lidong  
ZHONG Ruoqin

#### Non-executive Directors:

MO Jianhua  
CAI Xin

#### Independent Non-executive Directors:

DING Jiangang  
LI Kunjun  
CAI Haijing

Ms. CAI Haijing, Mr. MO Jianhua and Mr. LI Kunjun shall retire by rotation, and offer themselves for re-election at the AGM in accordance with Articles 84(1) and 84(2) of the Articles of Association.

A circular setting out, among other things, details of the Directors subject to rotation and re-election at the AGM will be dispatched to the Shareholders in due course.

### DIRECTORS AND SENIOR MANAGEMENT

Biographical details of the Directors and senior management of the Company are set out on pages 39 to 50 of this annual report.

### CONFIRMATION OF INDEPENDENCE FROM THE INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received from each of the independent non-executive Directors a confirmation of his independence pursuant to Rule 3.13 of the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange (the "Listing Rules") and the Company considers all of the independent non-executive Directors are in compliance with the independent guidelines set out in Rule 3.13 of the Listing Rules and are independent in accordance with the terms of the guidelines.

# 董事會報告

## DIRECTORS' REPORT

### 董事之服務合約及委聘函

概無董事與本集團訂立不可於一年內不付賠償(法定賠償除外)而終止的服務合約。

有關董事服務合約及委聘函之詳情，請參閱本年報「企業管治報告」一節。

### 董事於重大交易、安排或合約的權益

於截至2021年12月31日止年度期間及截至本年報日期，概無董事於本公司、其任何附屬公司或同系附屬公司作為訂約方並對本集團業務而言屬重大交易、安排或合約中直接或間接擁有重大權益。

### 管理合約

於報告期內及截至本年報日期，本公司並無就有關整體全部或任何重要部份業務的管理及行政工作簽訂或訂有任何合約。

### 薪酬政策

薪酬委員會的主要職責為董事及高級管理層的薪酬政策及架構，及就設立正規而具透明度的程序制訂此等薪酬政策，向董事會提出建議，並確保任何董事或其任何聯繫人不得參與釐定其自身的薪酬。

### DIRECTORS' SERVICE CONTRACTS AND LETTERS OF APPOINTMENT

None of the Directors has a service contract which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

For the details of the service contracts and the appointment letters of the Directors, please see the section headed "Corporate Governance Report" in this annual report.

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

During the year ended 31 December 2021 and up to the date of this annual report, no Director had a material interest, either directly or indirectly, in any transaction, arrangement or contract of significance to the business of the Group to which the Company, any of its subsidiaries or fellow subsidiaries was a party.

### MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Reporting Period and up to the date of this annual report.

### REMUNERATION POLICY

The primary duties of the Remuneration Committee are to make recommendations to the Board on the remuneration policy and structure for directors and senior management and on the establishment of a formal and transparent procedure for developing remuneration policy and to ensure that no director or any of his/her associates is involved in deciding his/her own remuneration.

# 董事會報告

## DIRECTORS' REPORT

於釐定董事及高級管理人員的薪酬時，董事會會考慮同類公司的薪酬水平、須付出的時間及職責以及本集團內其他職位的僱用條件、各董事的個別表現及本公司的表現。任何董事不得參與釐定其自身的薪酬。

In determining remuneration of Directors and Senior Management, the Board will consider the remuneration level of comparable companies, the time commitment and responsibilities and employment conditions elsewhere in the Group, individual performance of respective Directors and the Company's performance. No Director shall be involved in deciding his/her own remuneration.

有關於報告期內董事及五位最高薪酬人士的薪酬詳情載於綜合財務報表附註7及附註8。

Details of the emoluments of the Directors, and the five highest paid individuals during the Reporting Period are set out in Note 7 and Note 8 to the consolidated financial statements.

### 退休及僱員福利計劃

本公司退休及僱員福利計劃詳情載於綜合財務報表附註5(b)。

### RETIREMENT AND EMPLOYEE BENEFITS SCHEME

Details of the retirement and employee benefits scheme of the Company are set out in Note 5(b) to the consolidated financial statements.

本集團的中國附屬公司僱員須參加由地方政府管理及運營的界定供款計劃。本集團的中國附屬公司乃按地方政府同意的僱員薪金若干百分比向計劃供款，以撥支僱員退休福利。

Employees of the Group's PRC subsidiaries are required to participate in a defined contribution scheme administered and operated by the local municipal governments. The Group's PRC subsidiaries contribute funds which are calculated on certain percentages of the employee salary as agreed by the local municipal government to the scheme to fund the retirement benefits of the employees.

本集團有關上述界定供款計劃的唯一責任為根據該計劃做出規定供款。概無已被沒收供款將可由本集團動用以減少現有的供款水平。

The only obligation of the Group with respect to the defined contribution scheme is to make the required contributions under the scheme. No forfeited contributions will be used by the Group to reduce the existing level of contributions.

### 董事資料之變動

除獨立非執行董事蔡海靜女士現時已不再擔任永藝傢俱股份有限公司(一於上海證券交易所上市的傢俱製造公司，股份代號：603600)的獨立非執行董事及審核委員會成員以外，自刊發2021中期報告日期至本年報日期止期間，根據上市規則第13.51(2)條(a)至(e)段及(g)段須予披露有關任何董事之資料並無變動。

### CHANGES OF INFORMATION IN RELATION TO THE DIRECTORS

Save for Ms. CAI Haijing, the independent non-executive Director, who is no longer an independent non-executive director and a member of the audit committee of Ue Furniture Co., Ltd., a furniture manufacturing company listed on the Shanghai Stock Exchange (stock code: 603600), there was no change to any information required to be disclosed in relation to any Director pursuant to paragraphs (a) to (e) and (g) of Rule 13.51(2) of the Listing Rules during the period from the publication date of interim report 2021 to the date of this annual report.

# 董事會報告

## DIRECTORS' REPORT

### 董事及最高行政人員於股份、相關股份及債權證中擁有的權益及淡倉

於2021年12月31日，董事及本公司最高行政人員擁有根據證券及期貨條例第XV部第7及8分部已知會本公司及香港聯交所的本公司或其任何相聯法團(定義見證券及期貨條例(香港法例第571章))《證券及期貨條例》第XV部的股份、相關股份及債權證的權益及淡倉(包括根據證券及期貨條例的該等條文彼等被當作或視為擁有的權益及淡倉)，或根據證券及期貨條例第352條已登記於須予備存之登記冊，或根據上市規則附錄十所載的《上市發行人董事進行證券交易的標準守則》(「標準守則」)須知會本公司及香港聯交所的權益及淡倉如下：

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

As at the 31 December 2021, the interests and short positions of the Directors and the chief executive of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the "SFO") which had been notified to the Company and the Hong Kong Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be maintained pursuant to section 352 of the SFO, or which were required to be notified to the Company and the Hong Kong Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") contained in Appendix 10 to the Listing Rules, are set out as follows:

姓名	身份/權益性質	股份數目	好倉/淡倉	佔本公司 股權之 概約百分比 Approximate percentage of shareholding in the Company
Name	Capacity/Nature of interest	Number of shares	Long/Short position	
莫建華先生(「莫先生」)(附註1) Mr. MO Jianhua ("Mr. Mo") (Note 1)	全權信託的委託人及受控法團權益 Settlor of a discretionary trust and interest in controlled corporation	35,640,000	好倉 Long position	12.89%

附註：

(1) 於2021年12月31日，好運創投有限公司(「好運」)持有本公司已發行股本的12.89%。好運的全部已發行股本由Infiniti Trust (Asia)Limited(作為莫建華家族信託的受託人)透過其代名人公司持有。莫建華家族信託為莫先生(作為委託人)於2018年11月19日建立的全權信託。莫建華家族信託的受益人包括莫先生及其若干家族成員。

Note:

(1) As at 31 December 2021, Haoyu Ventures Limited ("Haoyu") held 12.89% of issued share capital of our Company. The entire issued share capital of Haoyu is held by Infiniti Trust (Asia) Limited (through its nominee companies) as trustee of Great Splendor Trust. Great Splendor Trust is a discretionary trust set up by Mr. MO as settlor on 19 November 2018. The beneficiaries of the Great Splendor Trust include Mr. MO and his certain family members.

# 董事會報告

## DIRECTORS' REPORT

除上文所披露者外，於2021年12月31日，概無董事或本公司最高行政人員於本公司或其相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債權證中，擁有根據證券及期貨條例第XV部第7及8分部須知會本公司及香港聯交所的股份、相關股份及債權證的權益及淡倉(包括根據證券及期貨條例的該等條文彼等被當作或視為擁有的權益及淡倉)，或須登記於根據證券及期貨條例第352條須予備存的登記冊內，或根據標準守則須知會本公司及香港聯交所的任何權益或淡倉。

### 董事購買股份或債權證的權利

除於本年報所披露者外，本公司或其附屬公司於報告期內的任何時間概無訂立任何安排，致使董事可藉購買本公司或任何其他法人團體股份或債權證而獲益，且並無董事或彼等之配偶或18歲以下的子女獲授予任何權利以認購本公司或任何其他法人團體的股本或債務證券，或已行使任何該等權利。

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

### DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed in this annual report, at any time during the Reporting Period was the Company or 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 the Company or any other body corporate, and none of the Directors or their spouses or children under the age of 18 were granted any right to subscribe for the share capital or debt securities of the Company or any other body corporate, or had exercised any such right.



# 董事會報告

## DIRECTORS' REPORT

### 主要股東於股份及相關股份中的權益及淡倉

於2021年12月31日，就本公司董事所知，下列人士(董事及本公司最高行政人員除外)於本公司股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部須向本公司披露並已登記於本公司根據證券及期貨條例第336條須予備存之登記冊內之權益或淡倉：

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

As at 31 December 2021, to the knowledge of the Directors of the Company, the following persons (other than the Directors and chief executive of the Company) had interests or short positions in the shares or underlying shares of the Company which were required to be disclosed to the Company pursuant to Divisions 2 and 3 of Part XV of the SFO and recorded in the register of the Company required to be maintained pursuant to section 336 of the SFO:

姓名	身份／權益性質	股份數目	好倉／淡倉	佔本公司 股權之 概約百分比 Approximate percentage of shareholding in the Company
Name	Capacity/Nature of interest	Number of shares	Long/Short position	
戚金興先生(「戚先生」)(附註1) Mr. Qi Jinxing ("Mr. QI") (Note 1)	全權信託的委託人及受控法團權益 Settlor of a discretionary trust and interest in controlled corporation	126,720,000	好倉 Long position	45.85%
巨龍創投有限公司(「巨龍」)(附註1) Great Dragon Ventures Limited ("Great Dragon") (Note 1)	實益擁有人 Beneficial owner	126,720,000	好倉 Long position	45.85%
Bright Cloud Holding Limited (附註1) Bright Cloud Holding Limited (Note 1)	受控法團權益 Interest in controlled corporation	126,720,000	好倉 Long position	45.85%
Cantrust (Far East) Limited (附註1) Cantrust (Far East) Limited (Note 1)	受託人及受控法團權益 Trustee and interest in controlled corporation	126,720,000	好倉 Long position	45.85%
朱慧明先生(「朱先生」)(附註2) Mr. ZHU Huiming ("Mr. ZHU") (Note 2)	全權信託的委託人及受控法團權益 Settlor of a discretionary trust and interest in controlled corporation	35,640,000	好倉 Long position	12.89%
莫建華 MO Jianhua	全權信託的委託人及受控法團權益 Settlor of a discretionary trust and interest in controlled corporation	35,640,000	好倉 Long position	12.89%
Splendid Force Holding Limited (附註2) Splendid Force Holding Limited (Note 2)	受控法團權益 Interest in controlled corporation	35,640,000	好倉 Long position	12.89%
好運(附註2) Haoyu (Note 2)	實益擁有人 Beneficial owner	35,640,000	好倉 Long position	12.89%
欣成環球控股有限公司(「欣成」)(附註2) Jovial Success Global Holdings Limited ("Jovial Success") (Note 2)	實益擁有人 Beneficial owner	35,640,000	好倉 Long position	12.89%
Great Splendor Holding Limited (附註2) Great Splendor Holding Limited (Note 2)	受控法團權益 Interest in controlled corporation	35,640,000	好倉 Long position	12.89%
Infiniti Trust (Asia) Limited (附註2) Infiniti Trust (Asia) Limited (Note 2)	受託人及受控法團權益 Trustee and interest in controlled corporation	71,280,000	好倉 Long position	25.79%

### 附註：

- (1) 於2021年12月31日，巨龍持有本公司已發行股本的45.85%。巨龍的全部已發行股本由Cantrust (Far East)Limited (作為戚金興家族信託的受托人)透過其代名人公司持有。戚金興家族信託為戚先生(作為委託人)於2018年11月19日建立的全權信託。戚金興家族信託的受益人包括戚先生及戚先生的若干家族成員。
- (2) 於2021年12月31日，欣成及好運分別持有本公司已發行股本的12.89%。欣成及好運的全部已發行股本由Infiniti Trust (Asia)Limited (分別作為朱慧明家族信託及莫建華家族信託的受托人)透過其代名人公司持有。朱慧明家族信託為朱先生(作為委託人)於2018年11月19日建立的全權信託。朱慧明家族信託的受益人包括朱先生及其若干家族成員。莫建華家族信託為莫先生(作為委託人)於2018年11月19日建立的全權信託。莫建華家族信託的受益人包括莫先生及其若干家族成員。

除上文所披露者外，於2021年12月31日，就董事所知，概無任何其他人士(董事及本公司最高行政人員除外)於本公司股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部須予披露，或須登記於證券及期貨條例第336條所述的登記冊內之權益或淡倉。

### 購股權計劃

截至2021年12月31日止年度，本公司未採納、授予、行使或取消任何購股權計劃。

### 股票掛鈎協議

於報告期內，本集團並無訂有任何股票掛鈎協議。

### 優先購買權

本公司的組織章程細則及開曼群島法律項下並無優先購買權條文，規定本公司須按比例基準向現有股東發售新股份。

### Notes:

- (1) As at the 31 December 2021, Great Dragon holds 45.85% of issued share capital of the Company. The entire issued share capital of Great Dragon is held by Cantrust (Far East) Limited (through its nominee company) as trustee of Bright Cloud Trust. Bright Cloud Trust is a discretionary trust set up by Mr. QI as settlor on 19 November 2018. The beneficiaries of the Bright Cloud Trust include Mr. QI and certain family members of Mr. Qi.
- (2) As at the 31 December 2021, each of Jovial Success and Haoyu hold 12.89% of issued share capital of the Company, respectively. The entire issued share capital of Jovial Success and Haoyu are held by Infiniti Trust (Asia) Limited (through its nominee companies) as trustee of each Splendid Force Trust and Great Splendor Trust, respectively. Splendid Force Trust is a discretionary trust set up by Mr. ZHU as settlor on 19 November 2018. The beneficiaries of the Splendid Force Trust include Mr. ZHU and his certain family members. Great Splendor Trust is a discretionary trust set up by Mr. MO as settlor on 19 November 2018. The beneficiaries of the Great Splendor Trust include Mr. MO and his certain family members.

Save as disclosed above, as at 31 December 2021, to the knowledge of the Directors, none of any other person (other than the Directors and chief executive of the Company) had interests or short positions in the shares or underlying shares of the Company which were required to be disclosed pursuant to Divisions 2 and 3 of Part XV of the SFO or to be recorded in the register referred to in section 336 of the SFO.

### SHARE OPTION SCHEME

For the year ended 31 December 2021, no share option scheme has been adopted, granted, exercised or cancelled by the Company.

### EQUITY-LINKED AGREEMENT

No equity-linked agreements were entered into by the Group or in existence during the Reporting Period.

### PRE-EMPTIVE RIGHTS

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

## 董事會報告 DIRECTORS' REPORT

### 不競爭承諾

本公司控股股東戚金興先生及巨龍創投有限公司(「**控股股東**」)，於2019年2月21日訂立不競爭契據，據此，控股股東已無條件及不可撤回地承諾及契諾本集團，其不會(除非通過本集團及通過本集團持有的任何投資或權益)，並將促使其緊密聯繫人(本集團成員公司除外)不會直接或間接(包括通過代名人)為其本身或連同或代表任何人士、商號或公司直接或間接(其中包括)投資、參與、從事及／或經營(在各情況下均不論作為股東、合夥人、代理、僱員或其他身份)直接或間接與於中國的物業管理服務、非業主增值服務及5S增值服務構成競爭或可能構成競爭的任何業務或於當中持有任何權益。

關於不競爭承諾的詳情，請參見招股章程。

本公司已收到控股股東就彼等截至2021年12月31日止年度期間已遵守不競爭承諾的年度確認書，以作本年報內披露。

獨立非執行董事已根據控股股東所提供或彼等給予的資料及確認，審閱不競爭承諾於報告期內之履行情況，並確認控股股東已遵守不競爭承諾。

### 董事於競爭業務的權益

除於本年報所披露外，於報告期內，概無董事或彼等的聯繫人於任何與本集團業務直接或間接構成競爭或可能構成競爭的業務中擁有任何權益。

### NON-COMPETITION UNDERTAKING

Our controlling shareholders, Mr. QI Jinxing and Great Dragon Ventures Limited (the “**Controlling Shareholders**”) entered into the Deed of Non-Competition on 21 February 2019 pursuant to which the Controlling Shareholders has unconditionally and irrevocably undertaken to and covenanted with our Group that he or it will not (except through the Group and any investment or interests held through the Group), and will procure that his or its close associates (except members of our Group) will not, directly or indirectly (including through nominees), either on his own account or in conjunction with or on behalf of any person, firm or company, among other things, invest in, participate in, engage in and/or operate or be interested in (in each case whether as a shareholder, partner, agent, employee or otherwise) any business which competes or is likely to compete, directly or indirectly, with property management services, value-added services to non-property owner and 5S value-added services in the PRC.

Please refer to the Prospectus for details of the Non-Competition Undertaking.

The Company has received annual confirmations from the Controlling Shareholders in respect of their compliance with the Non-Competition Undertaking for the year ended 31 December 2021 for disclosure in this annual report.

Based on the information and confirmations provided by the Controlling Shareholders, the independent non-executive Directors have reviewed the implementation of Non-Competition Undertaking during the Reporting Period, and confirmed that the Controlling Shareholders have complied with the Non-Competition Undertaking.

### DIRECTORS' INTEREST IN COMPETING BUSINESS

Save as disclosed in this annual report, none of the Directors or their associates had any interest in any business which directly or indirectly compete or may compete with the businesses of the Group during the Reporting Period.

### 控股股東於合約中的權益

除以下「關連交易」及「持續關連交易」所披露者外，概無控股股東或其任何附屬公司於年內在本公司或其任何附屬公司所訂立而對本集團業務而言屬重大之任何合約中直接或間接擁有重大權益。

### 股東已放棄或同意放棄股息

截至2021年12月31日止年度，董事會確認，未有股東已放棄或同意放棄任何股息。

### 關聯方交易

有關關聯方交易的詳情載於綜合財務報表附註26。根據上市規則第14A章構成不獲豁免持續關連交易的任何關聯方交易詳情披露於下文，而其他關聯方交易並不構成關連交易。

董事會確認，本公司已就上述關聯方交易遵守上市規則第14A章要求的披露規定。

### CONTROLLING SHAREHOLDERS' INTERESTS IN CONTRACTS

Save as disclosed in “Connected Transactions” and “Continuing Connected Transactions”, no controlling shareholder or any of its subsidiaries had a material interest, whether directly or indirectly, in any contract of significance to the business of the Group to which the Company or any of its subsidiaries was a party during the year.

### DIVIDEND WAIVED OR AGREED TO BE WAIVED BY SHAREHOLDERS

As confirmed by the Board, for the year ended 31 December 2021, none of our shareholders has waived or agreed to waive any dividend.

### RELATED PARTY TRANSACTIONS

Details of the related party transactions were set out in Note 26 to the consolidated financial statements. Details of any related party transaction which constitutes continuing connected transaction not exempted under Chapter 14A of the Listing Rules are disclosed below, and other related party transactions did not constitute connected transactions.

The Board confirms that the Company has complied with the disclosure requirements under Chapter 14A of the Listing Rules in respect of the above related party transactions.

# 董事會報告

## DIRECTORS' REPORT

### 向濱江房產集團購買儲藏室及停車位使用權

2021年5月26日，寧波濱潤物業服務有限公司（「寧波濱潤」）與杭州濱江商博房地產開發有限公司（「濱江商博」）訂立停車位使用權協議和儲藏室使用權協議，根據儲藏室使用權協議，寧波濱潤獲得濱江商博儲藏室的使用權，代價為人民幣503,928元。根據停車位使用權協議，寧波濱潤獲得濱江商博停車位的使用權，代價為人民幣37,800,000元。儲藏室和停車位都位於由濱江商博開發項目中。

關於以上關連交易的詳情，請參見本公司刊發於2021年5月26日的公告。

截至本年報日期，寧波濱潤為本公司間接全資附屬公司。濱江房產擁有濱江商博51%的股權。戚先生作為本公司的控股股東之一，控制濱江房產。因此，根據上市規則第14A章，濱江商博為本公司的關連人士，而停車位使用權協議和儲藏室使用權協議構成本公司之關連交易。

謹請參閱本公司日期為2020年9月22日有關2020年9月收購的關連交易公告，據此，寧波濱潤同意自濱江房產及濱江控股的若干附屬公司獲得若干該等公司所開發的住宅開發項目的儲藏室及停車位的使用權。濱江控股亦由戚先生控制。由於該等協議連同2020年9月收購均為與戚先生控制的公司訂立且於訂立時具有相若性質，因此，根據上市規則第14A.81條應予以匯總。由於就該等協議及9

### Purchase of the Right to Use the Storage Rooms and Car Parking Spaces from Binjiang Real Estate Group

On 26 May 2021, Ningbo Binrun Property Service Co., Ltd (“Ningbo Binrun”) entered into a car parking spaces use right agreement and a storage rooms use right agreement with Hangzhou Binjiang Shangbo Real Estate Development Co., Ltd (“Binjiang Shangbo”). Pursuant to the storage rooms use right agreement, Ningbo Binrun assumes the right to use the storage rooms from Binjiang Shangbo for a consideration of RMB503,928. Pursuant to the car parking spaces use right agreement, Ningbo Binrun assumes the right to use the car parking spaces from Binjiang Shangbo for a consideration of RMB37,800,000. The storage rooms and the car parking spaces are both located in a project developed by Binjiang Shangbo.

For details of the above connected transactions, please refer to the announcement of the Company dated 26 May 2021.

As at the date of this annual report, Ningbo Binrun is an indirect wholly-owned subsidiary of the Company. Binjiang Shangbo is owned as to 51% by Binjiang Real Estate. Binjiang Real Estate is controlled by Mr. Qi, one of the Company's controlling shareholders. Therefore, Binjiang Shangbo is a connected person of the Company, and the car parking spaces use right agreement and the storage rooms use right agreement constitute connected transactions for the Company under Chapter 14A of the Listing Rules.

Reference is made to the announcement on connected transactions of the Company dated 22 September 2020 in relation to September 2020 Acquisitions, pursuant to which Ningbo Binrun agreed to assume from certain subsidiaries of Binjiang Real Estate and Binjiang Holdings the use right of certain storage rooms and car parking spaces located in residential development projects developed by them. Binjiang Holdings is also controlled by Mr. Qi. As the agreements, together with the September 2020 Acquisitions, are entered into with companies controlled by Mr. Qi and are of similar nature at the time of their entry, they shall be aggregated

月收購項下擬進行的交易而言，所適用的最高百分比率超過0.1%但低於5%，故此根據上市規則第14A章，該等協議項下擬進行的交易須遵守申報及公告規定，惟可獲豁免遵守獨立股東批准的規定。

### 持續關連交易

本集團已訂立多項須遵守上市規則第14A章項下的申報、年度審閱、公告規定的持續關連交易：

#### 向濱江房產集團提供物業管理服務

於2020年10月30日(交易時間後)，由於於2018年簽署的物業管理服務協議於2020年12月31日屆滿，本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)已訂立一份2021年物業管理服務協議(「**2021年物業管理服務協議**」)，以重續物業管理服務協議所涉及的交易及規範就提供物業管理服務與濱江房產集團進行的交易。據此，本集團向濱江房產集團提供其未售住宅及非住宅物業單位的物業管理服務。2021年物業管理服務協議的年期自2021年1月1日至2021年12月31日屆滿。年期可於訂約方相互同意時續期，惟須遵守上市規則第14A章的規定及其他所有適用法律法規。訂約方將根據物業管理服務協議的條款就各住宅及非住宅物業單位單獨訂立物業管理服務協議。關於訂立2021年物業管理服務協議的詳情，請參見本公司刊發於2020年10月30日的公告內。

under Rule 14A.81 of the Listing Rules. As the highest applicable percentage ratio in respect of the agreements and the transactions contemplated under the September 2020 Acquisitions is more than 0.1% but less than 5%, the transactions contemplated under the agreements are subject to reporting and announcement requirements but exempt from independent shareholders' approval requirement under Chapter 14A of the Listing Rules.

### CONTINUING CONNECTED TRANSACTIONS

The Group has entered into continuing connected transactions subject to the reporting, annual review and announcement requirements under Chapter 14A of the Listing Rules:

#### Provision of Property Management Services for Binjiang Real Estate Group

On 30 October 2020 (after trading hours), as the property management services agreement entered into in 2018 expired on 31 December 2020, the Company (for itself and on behalf of its subsidiaries) entered into a 2021 property management services agreement (the "**2021 Property Management Services Agreement**") with Binjiang Real Estate (for itself and on behalf of its subsidiaries) to renew the transactions contemplated under the property management services agreement and regulate the transactions with Binjiang Real Estate Group in relation to the provision of property management services, pursuant to which, the Group provided property management services for Binjiang Real Estate Group for its unsold residential and non-residential property units. The 2021 Property Management Services Agreement is for a term commencing on 1 January 2021 and expiring on 31 December 2021. The term may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations. The parties will enter into a separate property management services agreement in respect of each residential and non-residential property unit subject to the terms of Property Management Services Agreement. For details of the 2021 Property Management Services Agreement, please refer to the announcement of the Company dated 30 October 2020.

## 董事會報告 DIRECTORS' REPORT

於2021年12月16日(交易時間後)，由於2021年物業管理服務協議將於2021年12月31日屆滿，且本集團預期將於其屆滿後繼續與濱江房產集團進行相關交易，本公司已訂立2022年物業管理服務協議(「**2022年物業管理服務協議**」)，以重續2021物業管理服務協議所涉及的交易。2022年物業管理服務協議的年期自2022年1月1日至2022年12月31日屆滿。關於訂立2022年物業管理服務協議的詳情，請參見本公司刊發於2021年12月16日的公告內及本公司刊發於2022年1月28日的通函內。2022年物業管理服務協議已經於2022年2月22日股東特別大會獲獨立股東批准。

董事(包括獨立非執行董事)認為本集團於2022年繼續進行2021年物業管理服務協議及2022年物業管理服務協議項下的交易對本公司有利。董事估計，截至2021年12月31日及2022年12月31日止各個年度，濱江房產集團應付我們的有關物業管理服務費的最高金額分別不會超過人民幣50.0百萬元及人民幣72.0百萬元。此等持續性關連交易的2021年度實際交易金額為人民幣38.8百萬元，2020年度實際交易金額為人民幣21.5百萬元。

As the 2021 Property Management Services Agreement expired on 31 December 2021, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, on 16 December 2021 (after trading hours), the Company entered into a 2022 property management services agreement (the “**2022 Property Management Services Agreement**”) to renew the transactions contemplated under the 2021 Property Management Services Agreement. The 2022 Property Management Services Agreement is for a term commencing on 1 January 2022 and expiring on 31 December 2022. For details of the 2022 Property Management Services Agreement, please refer to the announcement of the Company dated 16 December 2021 and the circular of the Company dated 28 January 2022. The 2022 Property Management Services Agreement was approved by the independent shareholders at the extraordinary general meeting held on 22 February 2022.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2021 Property Management Services Agreement and the 2022 Property Management Services Agreement in 2022. The Directors estimate that for each of the years ended 31 December 2021 and 31 December 2022, the maximum amount of the relevant property management service fees payable by Binjiang Real Estate Group to us will not exceed RMB50.0 million and RMB72.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2021 is RMB38.8 million. The actual transaction amount for these continuing connected transactions in 2020 is RMB21.5 million.

### 向濱江房產集團提供顧問服務

於2020年10月30日(交易時間後)，由於於2018年簽署的主顧問協議於2020年12月31日屆滿，本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)訂立2021年主顧問協議(「**2021年主顧問協議**」)，以重續主顧問協議所涉及的交易及規範就提供物業管理顧問服務與濱江房產集團進行的交易。據此，本集團向濱江房產集團提供有關其住宅物業項目的顧問服務。顧問服務包括在早期階段(如規劃及設計階段、營銷階段及建設階段)向濱江房產集團提供項目規劃、設計管理、施工管理及物業管理方面的建議。2021年主顧問協議的年期自2021年1月1日至2021年12月31日屆滿，且年期可於訂約方相互同意時續期，惟須遵守上市規則第14A章的規定及其他所有適用法律法規。訂約方將根據主顧問協議的條款就各顧問項目單獨訂立顧問服務協議。關於訂立2021年主顧問協議的詳情，請參見本公司刊發於2020年10月30日的公告內。

於2021年12月16日(交易時間後)，由於現有主顧問協議將於2021年12月31日屆滿，且本集團預期將於其屆滿後繼續與濱江房產集團進行相關交易，本公司已訂立2022年主顧問協議(「**2022年主顧問協議**」)，以重續2021主顧問協議所涉及的交易。2022年主顧問協議的年期自2022年1月1日至2022年12月31日屆滿。關於訂立2022年主顧問協議的詳情，請參見本公司刊發於2021年12月16日的公告內。

### Provision of Consultancy Services for Binjiang Real Estate Group

On 30 October 2020 (after trading hours), as the master consultancy agreement entered into in 2018 expired on 31 December 2020, the Company (for itself and on behalf of its subsidiaries) entered into a 2021 master consultancy agreement (the “**2021 Master Consultancy Agreement**”) with Binjiang Real Estate (for itself and on behalf of its subsidiaries) to renew the transactions contemplated under the master consultancy agreement and regulate the transactions with Binjiang Real Estate Group in relation to the provision of property management consultancy services, pursuant to which, the Group provided consultancy services for Binjiang Real Estate Group for its residential property projects. Consultancy services include advising Binjiang Real Estate Group at the early stages (such as planning and design stage, marketing stage and construction stage) on project planning, design management and construction management and property management. The 2021 Master Consultancy Agreement is for a term commencing on 1 January 2021 and expiring on 31 December 2021 and the term may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations. The parties will enter into a separate consultancy services agreement in respect of each consultancy projects subject to the terms of master consultancy agreement. For details of the 2021 Master Consultancy Agreement, please refer to the announcement of the Company dated 30 October 2020.

As the existing Master Consultancy Agreement expired on 31 December 2021, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate upon its expiry, on 16 December 2021 (after trading hours), the Company entered into a 2022 master consultancy agreement (the “**2022 Master Consultancy Agreement**”) to renew the transactions contemplated under the 2021 Master Consultancy Agreement. The 2022 Master Consultancy Agreement is for a term commencing on 1 January 2022 and expiring on 31 December 2022. For details of the 2022 Master Consultancy Agreement, please refer to the announcement of the Company dated 16 December 2021.



## 董事會報告

# DIRECTORS' REPORT

董事(包括獨立非執行董事)認為本集團繼續進行2021年主顧問協議及2022年主顧問協議項下的交易對本公司有利。董事估計，截至2021年及2022年12月31日止各個年度，濱江房產集團應付本集團的服務費最高金額將分別不會超過人民幣15.0百萬元及人民幣16.0百萬元。此等持續性關連交易的2021年度實際交易金額為人民幣11.8百萬元，而2020年度實際交易金額為人民幣8.8百萬元。

### 向濱江房產集團提供交付前管理服務

於2020年10月30日(交易時間後)，由於於2018年簽署的交付前管理服務主協議將於2020年12月31日屆滿，本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)訂立2021年交付前管理服務主協議(「**2021年交付前管理服務主協議**」)，以重續交付前管理服務主協議所涉及的交易及規範就提供交付前管理服務與濱江房產集團進行的交易。據此，本集團向濱江房產集團提供交付前管理服務。2021年交付前管理服務主協議年期自2021年1月1日至2021年12月31日屆滿，年期可於訂約方相互同意時續期，惟須遵守上市規則第14A章的規定及所有其他適用法律法規。訂約方將根據交付前管理服務主協議的條款就各交付前管理項目單獨訂立交付前管理服務協議。關於訂立2021年交付前管理服務主協議的詳情，請參見本公司刊發於2020年10月30日的公告內。

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2021 Master Consultancy Agreement and the 2022 Master Consultancy Agreement. The directors estimate that for each of the years ended 31 December 2021 and 2022, the maximum amount of service fees payable by the Binjiang Real Estate Group to the Group will not exceed RMB15.0 million and RMB16.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2021 is RMB11.8 million. The actual transaction amount for these continuing connected transactions in 2020 is RMB8.8 million.

### Provision of Pre-Delivery Management Services for Binjiang Real Estate Group

On 30 October 2020 (after trading hours), as the master pre-delivery management services agreement entered into in 2018 expired on 31 December 2020, the Company (for itself and on behalf of its subsidiaries) entered into a 2021 master pre-delivery management services agreement (the “**2021 Master Pre-delivery Management Services Agreement**”) with Binjiang Real Estate (for itself and on behalf of its subsidiaries) to renew the transactions contemplated under the master pre-delivery management services agreement and regulate the transactions with Binjiang Real Estate Group in relation to the provision of pre-delivery management services, pursuant to which, the Group provided pre-delivery management services for Binjiang Real Estate Group. The 2021 Master Pre-delivery Management Services Agreement is for a term commencing on 1 January 2021 and expiring on 31 December 2021. The term may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations. The parties will enter into a separate pre-delivery management services agreement in respect of each pre-delivery management project subject to the terms of Property Management Services Agreement. For details of the 2021 Master Pre-delivery Management Services Agreement, please refer to the announcement of the Company dated 30 October 2020.

於2021年12月16日(交易時間後)，由於2021年交付前管理服務主協議將於2021年12月31日屆滿，且本集團預期將於其屆滿後繼續與濱江房產集團進行相關交易，本公司已訂立2022年交付前管理服務主協議「**2022年交付前管理服務主協議**」，以重續2021交付前管理服務主協議所涉及的交易。2022年交付前管理服務主協議的年期自2022年1月1日至2022年12月31日屆滿。關於訂立2022年交付前管理服務主協議的詳情，請參見本公司刊發於2021年12月16日的公告內及本公司刊發於2022年1月28日的通函內。2022年交付前管理服務主協議已經於2022年2月22日股東特別大會獲獨立股東批准。

董事(包括獨立非執行董事)認為本集團於繼續進行2021年交付前管理服務主協議及2022年交付前管理服務主協議項下的交易對本公司有利。董事估計，截至2021年及2022年12月31日止各個年度，濱江房產集團應付本集團的服務費最高金額將分別不會超過人民幣270.0百萬元及人民幣350.0百萬元。此等持續性關連交易的2021年度實際交易金額為人民幣242.0百萬元，而2020年度實際交易金額為人民幣151.5百萬元。

As the 2021 Master Pre-delivery Management Services Agreement expired on 31 December 2021, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, on 16 December 2021 (after trading hours), the Company entered into a 2022 master pre-delivery management services agreement (the “**2022 Master Pre-delivery Management Services Agreement**”) to renew the transactions contemplated under the 2021 Master Pre-delivery Management Services Agreement. The 2022 Master Pre-delivery Management Services Agreement is for a term commencing on 1 January 2022 and expiring on 31 December 2022. For details of the 2022 Master Pre-delivery Management Services Agreement, please refer to the announcement of the Company dated 30 October 2020 and the circular of the Company dated 28 January 2022. The 2022 Master Pre-delivery Management Services Agreement was approved by the independent shareholders at the extraordinary general meeting held on 22 February 2022.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2021 Master Pre-delivery Management Services Agreement and the 2022 Master Pre-delivery Management Services Agreement. The directors estimate that for each of the years ended 31 December 2021 and 2022, the maximum amount of service fees payable by the Binjiang Real Estate Group to the Group will not exceed RMB270.0 million and RMB350.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2021 is RMB242.0 million. The actual transaction amount for these continuing connected transactions in 2020 is RMB151.5 million.

## 董事會報告 DIRECTORS' REPORT

### 向濱江房產集團提供銷售代理服務

於2021年1月1日，本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)訂立銷售代理服務框架協議(「**2021年原銷售代理服務框架協議**」)，以規範就提供銷售代理服務與濱江房產集團進行的交易。據此，本集團向濱江房產集團提供銷售代理服務。本公司分別於2021年6月18日和2021年12月16日(交易時間後)與濱江房產簽訂補充協議(同2021年原銷售代理服務框架協議合稱為「**2021年銷售代理服務框架協議**」)，以修訂2021年原銷售代理服務框架協議所涉及的服務範圍及定價基礎等的若干條款。2021年銷售代理服務框架協議的年期自2021年1月1日起計並於2021年12月31日屆滿，年期可於訂約方相互同意時續期，惟須遵守上市規則第14A章的規定及所有其他適用法律法規。訂約方將根據原銷售代理服務框架協議的條款就各銷售代理服務項目單獨訂立銷售代理服務協議。

於2021年12月16日(交易時間後)，由於2021年銷售代理服務框架協議將於2021年12月31日屆滿，且本集團預期將於其屆滿後繼續與濱江房產集團進行相關交易，本公司已訂立2022年銷售代理服務框架協議(「**2022年銷售代理服務框架協議**」)，以重續2021銷售代理服務框架協議所涉及的交易。2022年銷售代理服務框架協議的年期自2022年1月1日至2022年12月31日屆滿。關於訂立2022年銷售代理服務框架協議的詳情，請參見本公司刊發於2021年12月16日的公告內。

### Provision of Sales Agency Services for Binjiang Real Estate Group

On 1 January 2021, the Company (for itself and on behalf of its subsidiaries) entered into a Sales Agency Services Framework Agreement (the “**2021 Original Sales Agency Services Framework Agreement**”) with Binjiang Real Estate (for itself and on behalf of its subsidiaries) to regulate the transactions with Binjiang Real Estate Group in relation to the provision of sales agency services, pursuant to which, the Group provided sales agency services for Binjiang Real Estate Group. The Company entered into a supplemental agreement (together with the 2021 Original Sales Agency Services Framework Agreement, the “**2021 Sales Agency Services Framework Agreement**”) with Binjiang Real Estate on 18 June 2021 and 16 December 2021 (after trading hours), respectively, to revise certain terms in respect of the scope of services and price determination basis involved in the amendment of the 2021 Original Sales Agency Services Framework Agreement. The 2021 Sales Agency Services Framework Agreement is for a term commencing on the 1 January 2021 and expiring on 31 December 2021. The term may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations. The parties will enter into a separate sales agency services agreement in respect of each sales agency service unit subject to the terms of Original Sales Agency Services Framework Agreement.

As the 2021 Sales Agency Services Framework Agreement expired on 31 December 2021, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, on 16 December 2021 (after trading hours), the Company entered into a 2022 sales agency services framework agreement (the “**2022 Sales Agency Services Framework Agreement**”) to renew the transactions contemplated under the 2021 Sales Agency Services Framework Agreement. The 2022 Sales Agency Services Framework Agreement is for a term commencing on 1 January 2022 and expiring on 31 December 2022. For details of the 2022 Sales Agency Services Framework Agreement, please refer to the announcement of the Company dated 16 December 2021.

董事(包括獨立非執行董事)認為本集團於繼續進行2021年銷售代理服務框架協議及2022年銷售代理服務框架協議項下的交易對本公司有利。董事估計，截至2021年及2022年12月31日止各個年度，濱江房產集團應付本集團的服務費最高金額將分別不會超過人民幣47.0百萬元及人民幣23.0百萬元。此等持續性關連交易的2021年度實際交易金額為人民幣12.3百萬元。

### 自濱江房產集團租賃物業

於2020年10月30日(交易時間後)，由於於2018年簽署的主租賃協議將於2020年12月31日屆滿，本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)訂立2021年主租賃協議[**2021年主租賃協議**]，以重續原主租賃協議所涉及的交易及規範就租賃物業作為辦公地點及停車位以分組予其他用戶與濱江房產集團進行的交易。據此，本集團自濱江房產集團租賃若干物業。2021年主租賃協議年期自2021年1月1日至2021年12月31日屆滿，年期可於訂約方相互同意時續期，惟須遵守上市規則第14A章的規定及所有其他適用法律法規。訂約方將根據主租賃協議的條款就物業單位及停車位單獨訂立租賃協議。關於訂立2021年主租賃協議的詳情，請參見本公司刊發於2020年10月30日的公告內。

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2021 Sales Agency Services Framework Agreement and the 2022 Sales Agency Services Framework Agreement. The directors estimate that for each of the years ended 31 December 2021 and 2022, the maximum amount of service fees payable by the Binjiang Real Estate Group to the Group will not exceed RMB47.0 million and RMB23.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2021 is RMB12.3 million.

### Leasing of Properties from Binjiang Real Estate Group

On 30 October 2020 (after trading hours), as the Master Leasing Agreement entered into in 2018 expired on 31 December 2020, our Company (for itself and on behalf of its subsidiaries) entered into a 2021 master leasing agreement (the "**2021 Master Leasing Agreement**") with Binjiang Real Estate (for itself and on behalf of its subsidiaries) to renew the transactions contemplated under the original Master Leasing Agreement and regulate the transactions with Binjiang Real Estate Group in relation to the leasing of properties as office space and parking lots for sub-leasing to other users, pursuant to which, the Group leased certain properties from Binjiang Real Estate Group. The 2021 Master Leasing Agreement is for a term commencing on 1 January 2021 and expiring on 31 December 2021 and the term may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations. The parties will separately enter into tenancy agreement in respect of the property units and party lots subject to the terms of Master Leasing Agreement. For details of the 2021 Master Leasing Agreement, please refer to the announcement of the Company dated 30 October 2020.

## 董事會報告 DIRECTORS' REPORT

於2021年12月16日(交易時間後)，由於2021主租賃協議將於2021年12月31日屆滿，且本集團預期將於其屆滿後繼續與濱江房產集團進行相關交易，本公司已訂立2022年主租賃協議(「**2022年主租賃協議**」)，以重續原主租賃協議所涉及的交易。2022年主租賃協議年期自2022年1月1日至2022年12月31日屆滿。關於訂立2022年主租賃協議的詳情，請參見本公司刊發於2021年12月16日的公告內。

董事(包括獨立非執行董事)認為本集團繼續進行主租賃協議及2022年主租賃協議項下的交易對本公司有利。董事估計，截至2021年及2022年12月31日止各個年度，本集團應付濱江房產集團的租金費用的最高金額分別不會超過人民幣4.0百萬元及人民幣4.0百萬元。此等持續性關連交易的2021年度實際交易金額為人民幣3.1百萬元，而2020年度實際交易金額為人民幣2.4百萬元。

由於2022年主租賃協議、2022年主顧問協議及2022年銷售代理服務框架協議項下擬進行之交易的最高適用百分比率超過0.1%，但所有適用百分比率均低於5%，故各自項下的交易將須遵守上市規則第14A章項下之申報、年度審閱及公告規定，但獲豁免遵守通函及獨立股東批准規定。

As the 2021 Master Leasing Agreement has expired on 31 December 2021, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, on 16 December 2021 (after trading hours), the Company entered into a 2022 master leasing agreement (the “**2022 Master Leasing Agreement**”) to renew the transactions contemplated under the original Master Leasing Agreement. The 2022 Master Leasing Agreement is for a term commencing on 1 January 2022 and expiring on 31 December 2022. For details of the 2022 Master Leasing Agreement, please refer to the announcement of the Company dated 16 December 2021.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the Master Leasing Agreement and the 2022 Master Leasing Agreement. The directors estimate that for each of the years ended 31 December 2021 and 2022, the maximum amount of rental payable by the Group to Binjiang Real Estate Group will not exceed RMB4.0 million and RMB4.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2021 is RMB3.1 million. The actual transaction amount for these continuing connected transactions in 2020 is RMB2.4 million.

As the highest of the applicable percentage ratios for the transactions contemplated under the 2022 Master Leasing Agreement, the 2022 Master Consultancy Agreement and the 2022 Sales Agency Services Framework Agreement are more than 0.1%, and all the applicable percentage ratios are less than 5%, the transactions under each of the agreements are subject to the reporting, annual review and announcement requirements under Chapter 14A of the Listing Rules, but exempt from the circular and independent shareholders' approval requirements.

由於2022年交付前管理服務主協議及2022年物業管理服務協議項下擬進行之交易的一項或多項適用百分比率高於5%且總代價超過10.0百萬港元，故交付前管理服務主協議項下擬進行之交易須遵守上市規則第14A章下之公告、通函及獨立股東批准規定。

As one or more of the applicable percentage ratios for the transactions contemplated under the 2022 Master Pre-delivery Management Service Agreement and the 2022 Property Management Services Agreement are more than 5% and the total consideration is more than HK\$10,000,000, the transactions contemplated under the Master Pre-delivery Management Service Agreement are subject to announcement, circular and independent Shareholders' approval requirements under Rule 14A of the Listing Rules.

獨立非執行董事已審核上述非豁免持續關連交易並確認該等交易於本年度內已：

The independent non-executive directors have reviewed the above non-exempt continuing connected transactions and confirmed that, during the year, these transactions have been entered into:

- (a) 於本集團一般及日常業務過程中進行；
  - (b) 按正常商業條款或不遜於本集團從獨立第三方可得或獲取的條款；及
  - (c) 根據其規管協議按公平合理並符合本公司股東整體利益的條款訂立。
- (a) in the ordinary and usual course of the Group's business;
  - (b) on normal commercial terms or not inferior to the terms available or obtained by the Group from an independent third party; and
  - (c) in accordance with its regulatory agreement, on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

## 董事會報告 DIRECTORS' REPORT

本公司委聘核數師根據香港會計師公會頒佈的《香港鑒證業務準則第3000號(經修訂)》[「歷史財務資料審核或審閱以外的鑒證工作」，並參考《實務說明第740(經修訂)》[「香港上市規則所述持續關連交易的核數師函件」，就本集團持續關連交易作出匯報。核數師已根據上市規則第14A.56條就本集團於上述持續關連交易發出載有其發現和結論的函件：

1. 概無發現事項致使核數師相信所披露持續關連交易未經董事會批准。
2. 就有關本集團提供服務的交易而言，概無發現事項致使核數師相信所披露持續關連交易並非在各重大方面按照本集團的定價政策進行。
3. 概無發現事項致使核數師相信所披露持續關連交易並非在各重大方面按照規管該等交易的相關協議訂立。
4. 就各持續關連交易總額而言，概無發現事項致使核數師相信所披露持續關連交易已超過本公司制定的年度上限。

本公司已向香港聯交所遞交有關本集團截至2021年12月31日止年度的持續關連交易的核數師函件副本。

The Company has engaged its auditor to report on the continuing connected transactions of the Group in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 (Revised) "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued a letter containing the findings and conclusions in respect of the continuing connected transactions of the Group disclosed above in accordance with Rule 14A.56 of the Listing Rules:

1. Nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions had not been approved by the Board.
2. For transactions involving the provision of services by the Group, nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions were not entered into, in all material respects, in accordance with the pricing policies of the Group.
3. Nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions.
4. With respect to the aggregate amount of each of the continuing connected transactions, nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions had exceeded the annual caps as set by the Company.

A copy of the auditor's letter on the continuing connected transactions of the Group for the year ended 31 December 2021 has been provided by the Company to the Hong Kong Stock Exchange.

# 董事會報告

## DIRECTORS' REPORT

關於以上持續關連交易的詳情，包括各項協議中的具體定價條款或程式以及關於定價政策及指引的重要資料請參見本公司刊發於2021年12月16日的公告內及本公司刊發於2022年1月28日的通函內。本公司確認其自於報告期內遵守上市規則第14A章的披露規定。報告期內，本集團進行持續關連交易時所遵循的價值及交易條款依從這些定價政策及指引。

### 慈善捐款

於報告期內，本集團作出的慈善捐款及其他捐款為人民幣40萬元。

### 重大法律訴訟

截至2021年12月31日止年度，本公司不存在涉及任何重大法律訴訟或仲裁。就董事所知，也不存在任何尚未完結或對本公司存在威脅性的重大法律訴訟或索賠。

### 獲准許的彌償條文

本公司已就其董事及高級管理層可能面對因企業活動產生之法律訴訟，就董事及高級職員之責任作出適當的保險安排。

For details of the aforesaid continuing connected transactions, including specific terms or program under each agreement and material information about pricing policies and guidance, please refer to the announcement of the Company dated 16 December 2021 and the circular of the Company dated 28 January 2022. The Company confirmed that it has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules during the Reporting Period. During the Reporting Period, the Group complied with the value and the transaction terms pursuant to these pricing policies and guidance when carrying on continuing connected transactions.

### CHARITY DONATIONS

During the Reporting Period, the charitable and other donations made by the Group amounted to RMB400 thousand.

### MATERIAL LEGAL PROCEEDINGS

For the year ended 31 December 2021, the Company were not involved in any material legal proceeding or arbitration. To the best knowledge of the Directors, there is no material legal proceeding or claim which is pending or threatened against the Company.

### PERMITTED INDEMNITY PROVISIONS

The Company has arranged for appropriate insurance coverage for Directors' and officers' liabilities in respect of potential legal actions against its Directors and senior management arising from corporate activities.



## 董事會報告 DIRECTORS' REPORT

本公司任何時候的董事、秘書及其他高級人員(不論現任或離任)以及現時或曾經就本公司任何事務行事的清盤人或受託人(如有)，以及每位該等人士及其每位繼承人、遺囑執行人及遺產管理人均可從本公司的資產及利潤獲得彌償，該等人士或任何該等人士、該等人士的任何繼承人、遺囑執行人或遺產管理人就各自的職務執行其職責或信託執行其職責或假定職責時，因所作出、發生的作為或不作為而招致或蒙受的所有訴訟、費用、收費、損失、損害及開支，可獲確保免就此受任何損害。任何該等人士均毋須就其他人士的行為、收入、疏忽或過失而負責，亦毋須為符合規定以致參與任何收入，或為本公司向其寄存或存入本公司任何款項或財產作保管目的之任何銀行或其他人士，或為本公司賴以投放或投資任何款項或財產的擔保不足或缺乏，或為該等人士執行各自的職務或信託時發生的任何其他損失、不幸事故或損害而負責，但是本彌償保證不延伸至與上述任何人士欺詐或不忠誠有關的任何事宜。

每位股東同意放棄其原可因任何董事在履行其職責時或為本公司而採取任何行動或未有採取任何行動而針對該董事提起的申索或起訴權利(不論個別或根據或憑藉本公司的權利)，前提是該權利的放棄不延伸至與董事欺詐或不忠誠有關的任何事宜。

### 報告期後事項

有關於報告期後的重大事項詳情載於綜合財務報表附註28。

The Directors, Secretary and other senior officers of the Company at any time, whether at present or in the past, and the liquidator or trustees (if any) acting or who have acted in relation to any of the affairs of the Company and each of them, and each of their heirs, executors and administrators, shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them, their or any of their heirs, executors or administrators, 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 the 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 the 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.

Each Member agrees to waive any claim or right of action he might have, whether individually or by or in the right of the Company, against any Director on account of any action taken by such Director, or the failure of such Director to take any action in the performance of his duties with or for the Company; PROVIDED THAT such waiver shall not extend to any matter in respect of any fraud or dishonesty which may attach to such Director.

### EVENTS AFTER THE REPORTING PERIOD

Details of material events after the Reporting Period are set out in note 28 of the consolidated financial statement.

### 審核委員會

審核委員會已與本公司管理層檢討年度業績以及本集團所採用之會計政策及慣例，並討論審核、風險管理、內部監控及財務報表事宜，包括檢討本集團截至2021年12月31日止年度之綜合財務報表。

### 企業管治守則

本公司致力維持高水準之企業管治常規。有關本公司所採納之企業管治常規資料載於本年報第83頁至第109頁之企業管治報告。

### 公眾持有量

根據本公司可獲得之公開資訊及就董事所知，於報告期內及截至本年報日期，本公司一直維持上市規則所規定之足夠公眾持股量，本公司已發行總股本最少25%由公眾人士持有。

### AUDIT COMMITTEE

The Audit Committee has, together with the Company's management, reviewed the annual results and the accounting policies and practices adopted by the Group, and discussed matters in relation to audit, risk management, internal control and financial statements, including reviewing the Group's consolidated financial statements for the year ended 31 December 2021.

### CORPORATE GOVERNANCE CODE

The Company is committed to maintaining high level of corporate governance practices. Information about the corporate governance practices adopted by the Company are set out in the Corporate Governance Report on pages 83 to 109 in this annual report.

### PUBLIC FLOAT

Based on the information that is publicly available to the Company and to the best knowledge of the Directors, the Company has maintained sufficient public float as required by the Listing Rules and at least 25% of the Company's entire issued share capital were held by the public during the Reporting Period and up to the date of this annual report.

# 董事會報告

## DIRECTORS' REPORT

### 核數師

畢馬威會計師事務所獲委任為截至2021年12月31日止年度的核數師。畢馬威會計師事務所已審核隨附的財務報表，該等報表按國際財務報告準則編製。自上市日期以來，本公司的核對師未有發生變化。

畢馬威會計師事務所須於即將舉行的股東週年大會上退任，並符合資格及願意膺選連任。有關續聘畢馬威會計師事務所為核數師的決議案將於股東週年大會上提呈。

承董事會命  
主席兼執行董事  
朱立東

杭州，2022年3月31日

### AUDITOR

KPMG has been appointed as auditor for the year ended 31 December 2021. KPMG has audited the accompanying financial statements which were prepared in accordance with International Financial Reporting Standards. There has no change in the auditor of the Company since the Listing date.

KPMG is subject to retirement and, being eligible, offers itself for re-appointment at the forthcoming AGM. A resolution for re-appointment of KPMG as auditor will be proposed at the AGM.

By Order of the Board  
**ZHU Lidong**  
*Chairman and executive Director*

Hangzhou, 31 March 2022

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

董事會欣然呈列本公司截至2021年12月31日止年度之企業管治報告。

### 企業管治常規

本集團致力於維持高標準的企業管治，務求保障本公司股東權益及提升本公司企業價值及問責性。報告期內，本公司已採納並遵守聯交所證券上市規則（「上市規則」）附錄十四企業管治守則（「企業管治守則」）所載之所有適用守則條文，惟以下偏離除外：根據企業管治守則的守則條文第A.2.1條（該守則條文自2022年1月1日起已被重新編排為守則條文第C.2.1條），主席及行政總裁之角色應該區分及不應由同一人兼任。然而，本公司並無區分主席與行政總裁，主席與行政總裁之職責均由朱立東先生承擔。董事會相信，由同一人擔任主席與行政總裁之職責，有利於確保本集團內領導一致，並可實現本集團更有效及高效的整體戰略規劃。此外，董事會合共七名董事中，三名為獨立非執行董事，董事會將有足夠的獨立意見，可保護本公司及本公司股東的整體利益。此外，董事會的決定均透過大多數表決通過。因此，董事會認為，現時安排的權力及職權平衡不會受到影響，該架構有助本公司迅速有效地作出及實施決定。董事會將繼續檢討並於計及本集團整體情況後，考慮於適當時候將董事會主席與本公司行政總裁的職務分開。除上文所披露者外，報告期內本公司已遵守企業管治守則。本公司將繼續嚴格遵守企業管治守則項下的企業管治規定及上市規則。

The Board is pleased to present the corporate governance report of the Company for the year ended 31 December 2021.

### CORPORATE GOVERNANCE PRACTICES

The Group is committed to maintaining high standards of corporate governance to safeguard the interests of the shareholders of the Company and to enhance corporate value and accountability of the Company. During the Reporting Period, the Company has adopted and complied with all applicable code provisions under the Corporate Governance Code (the “**Corporate Governance Code**” or “**CG Code**”) in Appendix 14 to the Rules Governing the Listing of Securities of the Stock Exchange (the “**Listing Rules**”), except for the following deviations: Pursuant to code provision A.2.1 of the Corporate Governance Code (which has been rearranged as code provision C.2.1 since 1 January 2022), the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. However, the Company does not have a separate chairman and president and the responsibility of both chairman and president vest in Mr. Zhu Lidong. The Board believes that vesting the responsibilities of both chairman and president in the same person has the benefit of ensuring the consistent leadership within the Group and enables more effective and efficient overall strategic planning of the Group. Besides, with three independent non-executive Directors out of a total of seven Directors in the Board, there will be sufficient independent voice within the Board to protect the interests of the Company and the Shareholders as a whole. In addition, all decisions of the Board shall be passed by majority vote. Therefore, the Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of chairman of the Board and president of the Company at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole. Save as disclosed above, the Company complied with the Corporate Governance Code during the Reporting Period. The Company will continue to strictly abide by the corporate governance requirements under the Corporate Governance Code and the Listing Rules.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 董事會 責任

董事會負責本集團的整體領導，並監察本集團的策略性決定以及監察業務及表現。董事會已向本集團的高級管理層授與本集團日常管理及營運的權力及責任。為監察本公司事務的特定範疇，董事會已成立四個董事會委員會，包括審核委員會（「**審核委員會**」）、薪酬委員會（「**薪酬委員會**」）、提名委員會（「**提名委員會**」）及策略委員會（「**策略委員會**」）（統稱「**董事會委員會**」）。董事會已向該等董事會委員會授與各職權範圍所載的責任。

全體董事須確保彼等本著真誠、遵守適用法律及法規，無論何時均以符合本公司及股東利益的方式履行職責。

本公司計劃就針對董事的法律訴訟安排適當責任保險，並將每年審視該保險之保障範圍。

### 董事會組成

於本年報日期，董事會由兩名執行董事、兩名非執行董事及三名獨立非執行董事組成，詳情如下：

#### 執行董事：

朱立東（*董事會主席*）  
鍾若琴

#### 非執行董事：

莫建華  
蔡鑫

#### 獨立非執行董事：

丁建剛  
李坤軍  
蔡海靜

### BOARD OF DIRECTORS Responsibilities

The Board is responsible for the overall leadership of the Group, oversees the Group's strategic decisions and monitors business and performance. The Board has delegated the authority and responsibility for day-to-day management and operation of the Group to the senior management of the Group. To oversee particular aspects of the Company's affairs, the Board has established four Board committees, including the Audit Committee (the "**Audit Committee**"), the Remuneration Committee (the "**Remuneration Committee**"), the Nomination Committee (the "**Nomination Committee**") and the Strategy Committee (the "**Strategy Committee**") (collectively, the "**Board Committees**"). The Board has delegated to the Board Committees responsibilities as set out in their respective terms of reference.

All Directors shall ensure that they carry out their duties in good faith, in compliance with applicable laws and regulations, and in the interests of the Company and its shareholders at all times.

The Company plans to arrange appropriate insurance coverage in respect of liability arising from legal action against its Directors, and will conduct annual review on such insurance coverage.

### COMPOSITION OF THE BOARD OF DIRECTORS

As at the date of this annual report, the Board comprised two executive Directors, two non-executive Directors and three independent non-executive Directors as set out below:

#### Executive Directors:

ZHU Lidong (*Chairman of the Board*)  
ZHONG Ruoqin

#### Non-Executive Directors:

MO Jianhua  
CAI Xin

#### Independent Non-Executive Directors:

DING Jiangang  
LI Kunjun  
CAI Haijing

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

董事履歷載於本年報之「董事及高級管理層」一節。

The biographies of the Directors are set out in section headed “Directors and Senior Management” in this annual report.

於報告期內，董事會已遵守上市規則第3.10(1)及3.10(2)條有關委任至少三名獨立非執行董事(其中至少一名獨立非執行董事須擁有適當的專業資格或會計或相關財務管理專業知識)的規定。

During the Reporting Period, the Board has met the requirements of 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 possessing appropriate professional qualifications or accounting or related financial management expertise.

本公司亦已遵守上市規則第3.10A條有關委任相當於董事會成員三分之一的獨立非執行董事的規定。由於各獨立非執行董事均已根據上市規則第3.13條確認其獨立性，故本公司認為彼等均為獨立人士。

The Company has also complied with Rule 3.10A of the Listing Rules, which relates to the appointment of independent non-executive Directors representing one-third of the Board. Each of the independent non-executive Directors has confirmed his/her independence pursuant to Rule 3.13 of the Listing Rules and the Company considers each of them to be independent.

除本年報之「董事及高級管理層」一節所載董事履歷中所披露者外，概無董事與任何其他董事或最高行政人員有任何個人關係(包括財務、業務、家族或其他重大／相關關係)。

Save as disclosed in the biographies of the Directors as set out in the section headed “Directors and Senior Management” of this annual report, none of the Directors has any personal relationship (including financial, business, family or other material/relevant relationship) with any other Directors or any chief executive.

全體董事(包括獨立非執行董事)均為董事會帶來各種不同的寶貴營商經驗、知識及專門技能，使其有效率及有效地運作。獨立非執行董事應邀於審核委員會、提名委員會、策略委員會與薪酬委員會任職。

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

鑒於企業管治守則條文要求董事披露於上市公司或機構所持職務的數量及性質及其他重大承擔，以及彼等的身份及於發行人任職的時間，故董事已同意適時向本公司披露彼等的承擔。

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

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 持續專業發展

所有新委任的董事均獲提供必要的入職培訓及資料，以確保其對本公司的營運及業務以及其於相關法規、法例、規則及條例下對彼等的責任有適當程度的了解。本公司亦定期為董事安排研討會，以不時為彼等提供上市規則及其他相關法律及監管規定最新發展及變動的更新資料。董事亦定期獲提供有關本公司表現、狀況及前景的更新資料，使董事會全體及各董事得以履行彼等的職責。

本公司鼓勵全體董事進行持續專業發展，藉此發展及更新其知識及技能。本公司聯席公司秘書不時更新及提供有關董事角色、職能及職責的書面培訓材料。

於截至2021年12月31日止年度期間，全體現任董事已接受有關企業管治及規例課題之相關培訓，並已提供彼等之培訓記錄。鑒於上述各項，本公司認為全體董事已遵守企業管治守則之守則條文第A.6.5條(自2022年1月1日起已被重新編排為守則條文第C.1.4條)。

### CONTINUOUS PROFESSIONAL DEVELOPMENT

All newly appointed Directors would be provided with necessary induction and information to ensure that they have a proper understanding of the Company's operations and businesses as well as their responsibilities under relevant statutes, laws, rules and regulations. The 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 the Company's performance, position and prospects to enable the Board as a whole and each Director to discharge their duties.

The Company encourages continuous professional development training for all the Directors to develop and refresh their knowledge and skills. The joint company secretaries of the Company update and provide the Directors with written training materials in relation to their roles, functions and duties from time to time.

During the year ended 31 December 2021, all current Directors have received relevant training on corporate governance and regulatory issues, and have provided their training records. In view of the above, the Company considers that all Directors have complied with code provision A.6.5 of the CG Code (which has been re-arranged as code provision C.1.4 since 1 January 2022).

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

董事於截至2021年12月31日止年度所參與有關本集團業務之持續專業發展活動概述如下：

A summary of the continuous professional developments in relation to the business of the Group received by the Directors for the year ended 31 December 2021 is as follows:

董事姓名 Name of Director	培訓形式 Way of training	培訓內容 Training topics
<b>執行董事</b> <b>Executive Director</b>		
朱立東 ZHU Lidong	會議 Meeting	企業管治／行業相關／法律法規 Corporate governance/Industry related training/ Laws and regulations
鍾若琴 ZHONG Ruoqin	會議／培訓 Meeting/Training	企業管治／行業相關／法律法規／財務 Corporate governance/Industry related training/ Laws and regulations/Finance
<b>非執行董事</b> <b>Non-executive Director</b>		
莫建華 MO Jianhua	會議 Meeting	企業管治／行業相關／法律法規 Corporate governance/Industry related training/ Laws and regulations
蔡鑫 CAI Xin	會議 Meeting	企業管治／行業相關／法律法規 Corporate governance/Industry related training/ Laws and regulations
<b>獨立非執行董事</b> <b>Independent Non-executive Director</b>		
丁建剛 DING Jiangang	會議 Meeting	企業管治／法律法規 Corporate governance/Laws and regulations
李坤軍 LI Kunjun	會議 Meeting	企業管治／法律法規 Corporate governance/Laws and regulations
蔡海靜 CAI Haijing	會議 Meeting	企業管治／法律法規／財務 Corporate governance/Laws and regulations/ Finance



# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 主席及行政總裁

根據企業管治守則之守則條文第A.2.1條(自2022年1月1日起已被重新編排為守則條文第C.2.1條)，董事會主席及行政總裁角色應予以區分及由不同人士擔任。然而，本公司並無區分主席與行政總裁，主席與行政總裁之職責均由朱先生承擔。董事會相信，由同一人擔任主席與行政總裁之職責，有利於確保本集團內領導一致，並可實現本集團更有效及高效的整體戰略規劃。此外，董事會合共七名董事中，三名為獨立非執行董事，董事會將有足夠的獨立意見，可保護本公司及我們股東的整體利益。此外，董事會的決定均透過大多數表決通過。因此，董事會認為，現時安排的權力及職權平衡不會受到影響，該架構有助本公司迅速有效地作出及實施決定。董事會將繼續檢討並於計及本集團整體情況後，考慮於適當時候將董事會主席與本公司行政總裁的職務分開。

### 董事的委任及重選連任

各執行董事及非執行董事已與本公司訂立服務合約，惟可根據服務合約的規定終止。

各獨立非執行董事已與本公司訂立委任函，惟可根據委任函的規定終止。

概無董事與本集團訂立本公司不可於一年內不付賠償(法定賠償除外)而終止的服務合約。

### CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Pursuant to code provision A.2.1 of the CG Code (which has been re-arranged as code provision C.2.1 since 1 January 2022), the roles of chairman of the Board and chief executive officer should be separate and should not be performed by the same individual. However, our Company does not have a separate chairman and chief executive officer and the responsibility of both chairman and chief executive officer vest in Mr. ZHU. The Board believes that vesting the responsibilities of both chairman and chief executive officer in the same person has the benefit of ensuring the consistent leadership within our Group and enables more effective and efficient overall strategic planning of our Group. Besides, with three independent non-executive Directors out of a total of seven Directors in the Board, there will be sufficient independent voice within the Board to protect the interests of our Company and our Shareholders as a whole. In addition, all decisions of the Board shall be passed by majority vote. Therefore, the Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable our Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of chairman of the Board and chief executive officer of our Company at a time when it is appropriate and suitable by taking into account the circumstances of our Group as a whole.

### APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the executive Directors and non-executive Directors has entered into a service contract with the Company, subject to termination in accordance with the requirements of the service contract.

Each of the independent non-executive Directors has entered into a letter of appointment with the Company, subject to termination in accordance with the requirements of the letter of appointment.

None of the Directors has a service contract with the Group which is not determinable by the Company within one year without the payment of compensation (other than statutory compensation).

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

董事須根據組織章程細則第84條於本公司的各屆股東週年大會輪值告退及膺選連任。獲董事會委任以增加董事會成員或填補董事會臨時空缺的董事，須分別於委任後本公司的首屆股東週年大會或第一次的股東大會上由股東重選連任。此外，當建議重選連任的獨立非執行董事已為本公司服務九年以上時，其重選連任須受到股東週年大會上單獨決議案批准的規限。

董事的委任、重選連任及罷免程序及過程載於組織章程細則。提名委員會負責檢討董事會的架構、人數及組成，並就董事的委任、重新委任及接任計劃向董事會提供推薦及建議。

### 董事會會議

本公司採納定期舉行董事會會議之慣例，每年召開至少四次董事會會議。全體董事將獲發不少於十四天之通知以召開定期董事會會議，令全體董事均獲機會出席定期會議並討論議程事項。

就其他董事會及董事會委員會會議而言，本公司會發出合理通知。會議通知中已包括會議議程及相關董事會文件，並至少在舉行董事會或董事會委員會會議日期的三天前送出，以確保董事有充足時間審閱有關文件及充分準備出席會議。倘董事或委員會成員未能出席會議，則彼等會獲悉將予討論的事宜及於會議召開前有機會知會主席有關彼等的意見。公司秘書應備存會議紀錄，並提供該等會議紀錄副本予所有董事作其參閱及紀錄之用。

The Directors are subject to retirement by rotation and re-election at each annual general meeting of the Company in accordance with Article 84 of the Articles of Association. Appointed as an addition to the Board or to fill a casual vacancy on the Board will be subject to re-election by the Shareholders at the forthcoming annual general meeting or the first general meeting of the Company respectively after the appointment. In addition, when an independent non-executive Director proposed for re-election has served the Company for more than nine years, his/her re-election will be subject to a separate resolution to be approved at the annual general meeting.

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's structure, size and composition, and for making recommendations to the Board on the appointment, re-election and succession planning of Directors.

### BOARD MEETINGS

The Company adopts the practice of holding Board meetings regularly, at least four times a year. Notices of no 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 meetings and Board Committee meetings, reasonable notice is generally given by the Company. The agenda and accompanying Board papers are dispatched at least three days before the Board meetings or Board Committee meetings to ensure that the Directors have sufficient time to review the papers and be adequately prepared for the meetings. When Directors or 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.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

董事會會議及委員會會議的會議紀錄會詳盡記錄董事會及董事會委員會所考慮的事宜及所達致的決定，包括董事提出的任何問題。各董事會會議及董事會委員會會議的會議紀錄草擬本會／將會於會議舉行後的合理時間內寄送至各董事，以供彼等考慮。董事會會議的會議紀錄公開供所有董事查閱。

Minutes of meetings shall be kept by the company secretary with copies circulated to all Directors for information and records. Minutes of the Board meetings and Board Committee meetings are recorded in sufficient detail on 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/will be sent to the Directors for comments within a reasonable time after the date on which the meeting is held. The minutes of the Board meetings are open for inspection by all Directors.

於截至2021年12月31日止年度期間，共召開6次董事會會議及1次股東週年大會，各董事出席董事會會議及股東週年大會的情況載於下表：

During the year ended 31 December 2021, six Board meetings and one annual general meeting were held and the attendance of each Director at the Board meetings and annual general meeting are set out in the table below:

董事姓名	Name of Directors	出席／合資格出席 董事會會議次數 Attended/Eligible to attend the Board meetings	出席／合資格出席 股東週年大會次數 Attended/Eligible to attend the annual general meeting
朱立東先生	Mr. ZHU Lidong	6/6	1/1
鍾若琴女士	Ms. ZHONG Ruoqin	6/6	1/1
莫建華先生	Mr. MO Jianhua	3/3 <sup>1</sup>	1/1
蔡鑫先生	Mr. CAI Xin	6/6	1/1
丁建剛先生	Mr. DING Jiangan	6/6	1/1
李坤軍先生	Mr. LI Kunjun	6/6	1/1
蔡海靜女士	Ms. CAI Haijing	6/6	1/1

附註：

Notes:

1、非執行董事莫建華先生亦為本公司關連方濱江房產之董事。其已就本公司於2021年5月26日審議關於訂立濱江華家池協議之決議案、本公司於2021年6月18日審議關於訂立2021年銷售代理框架協議之決議案、本公司於2021年12月16日修訂現有銷售代理框架協議條款之決議案及重續持續關連交易之決議案放棄投票且不計入出席相應董事會會議的法定人數，以避免任何利益衝突。因此莫建華先生報告期內應出席的董事會次數為3次。

1. Mr. MO Jianhua, a non-executive Director, also a director of Binjiang Real Estate, a connected party of the Company. In order to avoid any conflict of interest, he was abstain from voting on the resolution regarding considering and approving the entering into of the Binjiang Huajiachi Agreement on 26 May 2021, the resolutions regarding considering and approving the entering into of the 2021 sales agency services framework agreement on 18 June 2021, and the resolutions regarding considering and approving revision of terms of existings sales agency services framework agreement and the renewal of continuing connected transactions on 16 December 2021, and shall not be counted in the quorum of the related Board meetings. As such, the number of the Board meetings which Mr. MO Jianhua was eligible to attend during the Reporting Period was three.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 進行證券交易的標準守則

本公司已採納標準守則，作為其本身有關董事及相關僱員進行證券交易的操守守則（「證券交易守則」）。本公司已就董事有否遵守標準守則所載的規定標準向全體董事作出具體查詢，而全體董事已確認彼等於截至2021年12月31日止年內一直遵守標準守則及證券交易守則。

可能擁有本公司內幕消息的本公司僱員亦須遵守有關進行證券交易的標準守則。於截至2021年12月31日止年度，本公司概無發現任何本公司相關僱員違反標準守則的情況。

### 董事會的授權

董事會對本公司所有重大事宜保留決策權，包括：批准及監督一切政策事宜、整體策略及預算、內部監控及風險管理系統、重大交易（特別是可能牽涉利益衝突者）、財務數據、委任董事及其他主要財務及營運事宜。董事於履行彼等職責時可尋求獨立專業意見，費用由本公司承擔。彼等亦被鼓勵向本公司高級管理層進行獨立諮詢。

本集團的日常管理、行政及營運交予高級管理層負責。董事會定期檢討所授權職能及職責。管理層訂立任何重大交易前須取得董事會批准。

### MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as the code of conduct regarding securities transactions of the Directors and relevant employees (the “**Securities Transactions Code**”). The Company had made specific enquiry with all Directors whether they have complied with the required standard set out in the Model Code and all Directors confirmed that they have complied with the Model Code and the Securities Dealing Code throughout the year ended 31 December 2021.

The Company’s employees, who are likely to be in possession of inside information of the Company, have also been subject to the Model Code for securities transactions. No incident of non-compliance of the Model Code by the Company’s relevant employees was noted by the Company during the year ended 31 December 2021.

### DELEGATION BY THE BOARD

The Board reserves for its decision on all major matters of the 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 the Company’s expense. Directors are encouraged to access and to consult with the Company’s senior management independently.

The daily management, administration and operation of the 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.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 企業管治職能

董事會負責本集團企業管治職能的日常運作，企業管治職能包括：

- (a) 檢討及監察本公司在遵守法律及監管規定方面之政策及常規；
- (b) 檢討及監察董事及高級管理層之培訓及持續專業發展；
- (c) 制定、檢討及監察適用於僱員及董事之操守守則及合規手冊；
- (d) 制定及檢討本公司之企業管治政策及常規，並向董事會推薦其意見及匯報相關事宜；
- (e) 檢討本公司對企業管治守則之遵守情況及在企業管治報告之披露；及
- (f) 檢討及監察本公司對本公司的舉報政策的遵守情況。

董事會於2021年度的主要工作如下：

- 批准變更聯席公司秘書、授權代表及香港主要營業地址；
- 審議及批准關連交易相關事宜；
- 討論及制定本公司戰略規劃；
- 討論及調整本公司管理架構及僱員政策；
- 審閱本公司內部控制報告，檢討本公司企業管治守則遵守情況；及
- 監察本公司內部舉報情況並檢討。

### CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for the day-to-day operations of the corporate governance functions of the Group, which include:

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

Major duties of the Board in 2021 were as follows:

- approve the change of joint company secretaries, authorized representatives and the address of the principal place of business in Hong Kong;
- consider and approve related matters of connected transactions;
- discuss and formulate strategic plans of the Company;
- discuss and adjust the management structure and employment policy of the Company;
- review the internal control report of the Company and reviewed the compliance of corporate governance of the Company; and
- monitor and review the internal reporting practice of the Company.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 董事會委員會

#### 審核委員會

審核委員會由三名成員組成，即蔡海靜女士（主席）、丁建剛先生及李坤軍先生，全部為獨立非執行董事。

本公司審核委員會的主要職責如下：

1. 主要負責就外聘核數師的委任、重新委任及罷免向董事會提供建議，批准外聘核數師的薪酬及聘用條款，及處理任何有關該等核數師辭職或辭退該等核數師的問題；
2. 監察公司的財務報表以及年度報告及賬目、半年度報告及(若擬刊發)季度報告的完整性，並審閱報表及報告所載有關財務申報的重大判斷；及
3. 與管理層討論風險管理及內部監控系統，以確保管理層已履行職責建立有效的系統，討論應包括考慮本公司在會計及財務匯報職能方面的資源、員工資歷及經驗是否足夠，以及培訓課程及有關預算是否充足。

審核委員會的書面職權範圍於香港聯交所及本公司網站可供查閱。審核委員會於2021年度的主要工作如下：

- 審閱本集團2020年度之年度業績；
- 審閱本集團2021年度之中期業績；
- 審閱核數師有關本集團審計計劃及策略的報告；
- 審議及討論本集團關連交易情況；

### BOARD COMMITTEES

#### Audit Committee

The Audit Committee comprises three members, all being independent non-executive Directors, namely Ms. CAI Haijing (Chairman), Mr. DING Jiangan and Mr. LI Kunjun.

The major duties of the Audit Committee of the Company are as follows:

1. to be primarily responsible for making recommendations to the Board on the appointment, reappointment and removal of the external auditors, to approve the remuneration and terms of engagement of the external auditors, and to deal with any questions of their resignation or dismissal;
2. to monitor integrity of the Company's financial statements and annual report and accounts, half-year report and, if prepared for publication, quarterly reports, and to review significant financial reporting judgements contained in them; and
3. to discuss the risk management and internal control systems with management to ensure that management has performed its duty to have effective systems. This discussion should include the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting and financial reporting function.

The written terms of reference of the Audit Committee are available on the websites of the Hong Kong Stock Exchange and the Company. Major works of the Audit Committee in 2021 were as follows:

- review the annual results of the Group for 2020;
- review the interim results of the Group for 2021;
- review the report of the auditor regarding audit plan and strategy of the Group;
- consider and discuss the connected transactions of the Company; and

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

- 對財務申報系統、合規程序、內部監控（包括本公司對舞弊風險的內部控制及大股東於上市公司有關業務衝突的處理與識別等）、風險管理系統及程序以及續聘外聘核數師作出檢討。董事會並無偏離審核委員會就甄選、委任、退任或罷免外聘核數師作出的任何推薦建議；及
- 審核內部審核職能，並確認其足夠有效。
- review the financial reporting system, compliance procedures, internal control (including internal control of fraudulence risk of the Company and the management and identification of business conflict of substantial shareholder in listed companies), risk management system and procedures and re-appointment of external auditors. The Board did not deviate from any recommendations made by the Audit Committee regarding the selection, appointment, retirement or removal of external auditors.
- review the internal audit function, and confirm it is adequate and effective.

於截至2021年12月31日止年度期間，審核委員會共召開4次會議，審核委員會成員的出席記錄載於下表：

During the year ended 31 December 2021, the Audit Committee held four meetings and the attendance record of the Audit Committee members is set out in the table below:

審核委員會成員姓名	Name of Audit Committee Members	出席／舉行會議次數 Attendance/number of meetings held
蔡海靜女士(主席)	Ms. CAI Haijing (Chairman)	4/4
丁建剛先生	Mr. DING Jiangang	4/4
李坤軍先生	Mr. LI Kunjun	4/4

### 薪酬委員會

薪酬委員會現時由三名成員組成，即兩位獨立非執行董事丁建剛先生(主席)及蔡海靜女士，以及非執行董事莫建華先生。

### Remuneration Committee

The Remuneration Committee currently comprises three members including two independent non-executive Directors Mr. DING Jiangang (Chairman) and Ms. CAI Haijing as well as a non-executive Director, Mr. MO Jianhua.

本公司薪酬委員會的主要職責如下：

The major duties of the Remuneration Committee of the Company are as follows:

- 就本公司全體董事及高級管理層的薪酬政策及架構，及就設立正規而具透明度的程序制訂此等薪酬政策，向董事會提出建議；
- to make recommendations to the Board on the Company's policy and structure for all Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy;

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## CORPORATE GOVERNANCE REPORT

2. 因應董事會所訂的企業方針及目標，檢討及批准管理層的薪酬建議；
  3. 就釐定個別執行董事及高級管理層的薪酬待遇，包括實物福利、退休金權利及賠償金額(包括就喪失或終止職務或委任應支付的任何賠償)並向董事會提出建議；
  4. 就非執行董事的薪酬向董事會提出建議；
  5. 考慮可資比較公司支付的薪酬、須付出的時間及職責及本集團內其他職位的僱用條件；
  6. 檢討及批准向執行董事及高級管理層就其喪失或終止職務或委任而須支付的賠償，以確保該等賠償與合約條款一致；若未能與合約條款一致，賠償亦須公平合理，不致過多；
  7. 檢討及批准因董事行為失當而解僱或罷免有關董事所涉及的賠償安排，以確保該等安排與合約條款一致；若未能與合約條款一致，有關賠償亦須合理適當；
  8. 確保任何董事或其任何聯繫人不得參與釐定其自身的薪酬；
  9. 就其他執行董事的薪酬建議諮詢本公司主席及／或總裁／董事總經理／行政總裁；及
  10. 考慮董事會轉介予委員會的所有其他事項。
2. to review and approve the management's remuneration proposals with reference to the Board's corporate goals and objectives;
  3. to make recommendations to the Board on the remuneration packages of individual executive Directors and senior management, including benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment;
  4. to make recommendations to the Board on the remuneration of the non-executive Directors;
  5. to consider salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Group;
  6. to review and approve compensation payable to executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and not excessive;
  7. to review and approve compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate;
  8. to ensure that no Director or any of his associates is involved in deciding his own remuneration;
  9. to consult with the Company's chairman and/or the president/managing director/chief executive officer about their remuneration proposals for other executive Directors; and
  10. to consider all other matters as referred to the Committee by the Board.



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## CORPORATE GOVERNANCE REPORT

薪酬委員會的書面職權範圍於香港聯交所及本公司網站可供查閱。薪酬委員會於2021年度的主要工作如下：

- 審閱本集團薪酬政策；
- 評估執行董事的表現及批准執行董事服務合約條款；及
- 審閱各董事薪酬，並向董事會提供調整建議。

於截至2021年12月31日止年度期間，薪酬委員會共召開1次會議，薪酬委員會成員的出席記錄載於下表：

The written terms of reference of the Remuneration Committee are available on the websites of the Hong Kong Stock Exchange and the Company. Major works of the Remuneration Committee in 2021 were as follows:

- review the remuneration policy of the Group; and
- evaluate the performance of the executive Directors and approve the terms of service contracts with the executive Directors;
- review the remuneration of each Director and make recommendations on its adjustment to the Board.

During the year ended 31 December 2021, the Remuneration Committee held one meeting and the attendance record of the Remuneration Committee members is set out in the table below:

薪酬委員會成員姓名	Name of Remuneration Committee Members	出席／舉行會議次數 Attendance/number of meetings held
丁建剛先生(主席)	Mr. DING Jiangan (Chairman)	1/1
蔡海靜女士	Ms. CAI Haijing	1/1
莫建華先生	Mr. MO Jianhua	1/1

### 提名委員會

提名委員會現時由三名成員組成，即兩位獨立非執行董事丁建剛先生及李坤軍先生，以及執行董事、董事會主席朱立東先生(主席)。

### Nomination Committee

The Nomination Committee currently comprises three members including two independent non-executive Directors Mr. DING Jiangan and Mr. LI Kunjun as well as an executive Director and Chairman of the Board, Mr. ZHU Lidong (Chairman).

本公司提名委員會的主要職責如下：

The major duties of the Nomination Committee of the Company are as follows:

1. 至少每年檢討董事會的架構、人數及組成(包括技能、多元化、知識及經驗)，並就任何為配合本公司的公司策略而擬對董事會作出的變動提出建議；

1. to review the structure, size and composition (including the skills, diversity, knowledge and experience) of the Board at least annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;

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- |   |   |
|---|---|
| 2. 物色具備合適資格可擔任董事的人士，並挑選提名有關人士出任董事或就此向董事會提供意見； | 2. to identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships;  |
| 3. 評估獨立非執行董事的獨立性；及                            | 3. to assess the independence of independent non-executive Directors; and   |
| 4. 就董事委任或重新委任以及董事(尤其是主席及主要行政人員)繼任計劃向董事會提出建議。  | 4. to make recommendations to the Board on the appointment or reappointment of Directors and succession planning for Directors, in particular the chairman and the chief executive. |

本公司已採納提名政策(「**提名政策**」)。根據提名政策，提名委員會審慎考慮包括但不限於以下各項準則評估、挑選並向董事會建議董事候選人：

The Company has adopted a nomination policy (the “**Nomination Policy**”). Pursuant to the Nomination Policy, the Nomination Committee carefully considers, including but not limited to the following criteria for evaluating, selecting and recommending candidates for directors to the Board:

- |   |   |
|---|---|
| 1. 各方面多元化，包括但不限於性別、年齡、經驗、文化及教育背景、專業水平、技能以及知識； | 1. diversity in all aspects, including but not limited to gender, age, experience, cultural and educational background, professional level, skills and knowledge; |
| 2. 具備足夠時間有效履行其職責；彼等為其他上市及非上市公司服務應限於合理數量；      | 2. sufficient time to perform their duties effectively; their services to other listed and unlisted companies shall be limited to a reasonable amount;            |
| 3. 資歷，包括在本公司業務所涉及相關行業取得的技能、成就及經驗；             | 3. qualifications, including skills, achievements and experience gained in the relevant industries involved in the Company's business;                            |
| 4. 獨立性；                                       | 4. independence;  |
| 5. 誠信可靠；                                      | 5. integrity and reliability;   |
| 6. 該人士可為董事會帶來的潛在貢獻；及                          | 6. potential contribution that the person may made to the Board; and  |
| 7. 承諾提升及盡力提高股東價值。                             | 7. commitment to enhancing and maximizing shareholders' value.  |

提名委員會之建議將於其後提交董事會以作決定。

The recommendations of the Nomination Committee will then be put to the Board for decision.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

提名委員會的書面職權範圍於香港聯交所及本公司網站可供查閱。提名委員會於2021年度的主要工作如下：

- 檢討董事會的架構、人數及組成(包括技能、多元化、知識及經驗)，並就任何為配合本公司的公司策略而擬對董事會作出的變動提出建議；
- 評估獨立非執行董事的獨立性；及
- 就董事委任或重新委任以及董事(尤其是主席及行政總裁)繼任計劃向董事會提出建議。

於截至2021年12月31日止年度期間，提名委員會共召開1次會議，提名委員會成員的出席記錄載於下表：

The written terms of reference of the Nomination Committee are available on the websites of the Hong Kong Stock Exchange and the Company. Major works of the Nomination Committee in 2021 were as follows:

- review the structure, size and composition (including skills, diversity, knowledge and experience) of the Board and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- assess the independence of independent non-executive Directors; and
- 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 officer.

During the year ended 31 December 2021, the Nomination Committee held one meeting and the attendance record of the Nomination Committee members is set out in the table below:

提名委員會成員姓名	Name of Nomination Committee Members	出席／舉行會議次數 Attendance/number of meetings held
朱立東先生(主席)	Mr. ZHU Lidong ( <i>Chairman</i> )	1/1
李坤軍先生	Mr. LI Kunjun	1/1
丁建剛先生	Mr. DING Jiangang	1/1

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 董事會成員多元化政策

董事會持續不斷地尋求提高其運作效率及保持高水準的企業管治水平，並且認識到董事會層面的多元化對於保持競爭優勢及可持續發展而言至關重要。因此，本公司已採納董事會多元化政策。在設計董事會組成時，本公司已從多方面考慮了董事會多元化問題，包括但不限於性別、年齡、文化和教育背景、行業經驗、技術及專業技能及／或資格、知識、服務期限長短及作為董事將需投入的時間等。本公司還將不時考慮有關其自身業務模型和特殊需要等因素。最終決定將基於指定候選人的長處及可為董事會帶來的貢獻而作出。

董事會力求確保其具有均衡的技能、經驗及觀點多元化，而這些均為董事會執行其商業戰略以及董事會有效運作所需的支持。於本年報日期，7名董事中包括2名女性，各董事年齡由36歲至58歲不等，其行業經驗涵蓋房地產、投融資、會計與審核、媒體及市場研究等廣泛領域。

董事會認為本公司董事會成員足夠多元化。提名委員會將不時檢討多元化政策，以確保其持續有效，並持續檢討董事會成員多元化狀況。

### BOARD DIVERSITY POLICY

The Board remains committed to enhance its operating efficiency and maintain high standards of corporate governance on a continuing basis and recognizes the vital importance of the diversity of the Board with regard to the maintenance of competitive advantage and sustainable development. Therefore, the Company has adopted a board diversity policy. In designing the composition of the Board, the Company has taken into account the diversity of the Board, including but not limited to gender, age, cultural and educational background, professional experience, technical and professional skills and/or qualifications, knowledge, length of service and time to be devoted as a Director of the Company. The Company will consider its own business model and special needs from time to time as well. The ultimate decision will be made based on the contribution and merit that the selected candidates will bring to the Board.

The Board strives to ensure the appropriate balance of skills, experience and diversity of perspectives that are essential for the implementation of its business strategies of the Board and the effective operation of the Board. As of the date of this annual report, the seven directors include two women, each of whom is aged between 36 and 58. Their industry experience covers such a wide range of fields such as real estate, investment and financing, accounting and auditing, media and market research.

The Board is of opinion that the composition of the Board of the Company is sufficiently diversified. The Nomination Committee reviews the diversity policy from time to time to ensure the sustainability and effectiveness of the policy and will continue to review the diversity of the composition of the Board.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 策略委員會

策略委員會現時由六名成員組成，即兩位獨立非執行董事丁建剛先生及李坤軍先生，兩位非執行董事莫建華先生(主席)及蔡鑫先生，以及兩位執行董事朱立東先生及鍾若琴女士。

本公司策略委員會的主要職責如下：

1. 檢討業務發展並向董事會提出推薦建議；
2. 就重大投資、合併、收購及出售事項向董事會提供意見；及
3. 履行董事會可能委派的其他職責及責任。

策略委員會的書面職權範圍於香港聯交所及本公司網站可供查閱。策略委員會於2021年度的主要工作如下：

1. 檢討業務發展並向董事會提出推薦建議。

於截至2021年12月31日止年度期間，策略委員會共召開1次會議，策略委員會成員的出席記錄載於下表：

### Strategy Committee

The Strategy Committee currently comprises six members including two independent non-executive Directors Mr. DING Jiangang and Mr. LI Kunjun, two non-executive Directors Mr. MO Jianhua (Chairman) and Mr. CAI Xin as well as two executive Directors Mr. ZHU Lidong and Ms. ZHONG Ruoqin.

The major duties of the Strategy Committee of the Company are as follows:

1. to review and make recommendation to the Board on business development;
2. to provide advice to the Board on significant investment, merger, acquisition and disposal; and
3. to perform other duties and responsibilities as may be assigned by the Board.

The written terms of reference of the Strategy Committee are available on the websites of the Hong Kong Stock Exchange and the Company. Major works of the Strategy Committee in 2021 were as follows:

1. to review and make recommendation to the Board on business development.

During the year ended 31 December 2021, the Strategy Committee held one meeting and the attendance record of the Strategy Committee members is set out in the table below:

策略委員會成員姓名	Name of Strategy Committee Members	出席／舉行會議次數 Attendance/number of meetings held
莫建華先生(主席)	Mr. MO Jianhua (Chairman)	1/1
朱立東先生	Mr. ZHU Lidong	1/1
鍾若琴女士	Mr. ZHONG Ruoqin	1/1
蔡鑫先生	Mr. CAI Xin	1/1
丁建剛先生	Mr. DING Jiangang	1/1
李坤軍先生	Mr. LI Kunjun	1/1

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 董事薪酬

本公司已全面披露董事薪酬，並於財務報表附註7按照彼等的姓名、金額及類別披露。並無董事放棄或同意放棄截至2021年12月31日止年度的酬金。

### 高級管理層的薪酬

截至2021年12月31日止年度，本公司的高級管理層(彼等之履歷載於本年報第46頁至第50頁)的酬金載列如下：

### REMUNERATION OF DIRECTORS

The Company has made full disclosure of remunerations of Directors by name, amount and type in Note 7 to the financial statements. No director has waived or agreed to waive any emoluments for the year ended 31 December 2021.

### REMUNERATION OF SENIOR MANAGEMENT

The remuneration of senior management of the Company (whose biographies are set out on pages 46 to 50 of this annual report) for the year ended 31 December 2021 falls under the following bands:

酬金等級	Band of remuneration	人數 Number
零 — 人民幣1,000,000元	Nil — RMB1,000,000	1
大於人民幣1,000,000元	Over RMB1,000,000	4

### 董事有關財務報表的財務申報責任

董事明白彼等須編製本集團截至2021年12月31日止年度的財務報表的職責，以真實公平地反映本公司及本集團的狀況，並就本集團表現及前景作出平衡、清晰及容易理解的評核。

管理層已向董事會提供必要的闡釋及資料，使董事會能對提呈予董事會批准的本集團財務報表進行知情的評估。

董事並不知悉與可能對本集團持續經營構成重大疑問的事件或狀況有關的任何重大不確定因素。

核數師就彼等有關本公司綜合財務報表的申報責任作出的聲明載於本年報第175頁至第186頁的獨立核數師報告。

### DIRECTORS' RESPONSIBILITIES FOR FINANCIAL REPORTING IN RESPECT OF FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Group for the year ended 31 December 2021, which give a true and fair view of the affairs of the Company and the Group, and presenting a balanced, clear and comprehensive assessment of the Group's performance and prospects.

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 the Group's financial statements, which are put to the Board for approval.

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

The statement of the auditors regarding their reporting responsibilities on the consolidated financial statements of the Company is set out in the Independent Auditor's Report on pages 175 to 186 of this annual report.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 風險管理及內部控制

於經營業務的過程中，本集團承擔多種風險，包括業務風險、財務風險、合規風險以及經營及其他風險。

董事會確認承擔本公司風險管理及內部監控系統之責任，並有責任檢討該等制度的有效性。審核委員會負責監督本公司的財務記錄、內部控制程序及風險管理制度。訂立該等系統旨在管理而非消除未能達成業務目標之風險，而且只能就不會有重大的失實陳述、損失或欺詐作出合理而非絕對的保證。報告期內，本公司已建立內部審核職能，並由審核委員會執行和審查，以獨立評估本公司風險管理及內部監控系統之有效性，並及時向董事會報告。

本公司已建立健全的風險管理及內部控制程序，本公司通過該程序監控、評估及管理本公司在業務活動中面臨的風險。本公司的風險管理程序基於清晰界定的風險識別標準、風險監控職責及各主要類別風險管控辦法。本公司管理層積極監察區域經濟、物業管理服務行業趨勢、對於持續關連交易的依賴程度及所適用法律法規變化，並評估業務擴張的收支情況及消化能力。本公司已接納並分階段實施獨立顧問所提呈的建議，以進一步提升其內部控制及風險管理的政策、程序及慣例。本公司的風險管理程序就主要風險識別及管理清晰界定各方的管理職責、授權和審批，亦就重要風險管理流程制定明確的書面政策並向其所有管理層及員工傳達。本公司內部控制程序旨在為實現目標提供合理保證，包括高效及穩定的經營、可靠的財務報告及遵守適用法律法規。

### RISK MANAGEMENT AND INTERNAL CONTROL

In the course of business operation, the Group is subject to various risks, including business risks, financial risks, compliance risks, and operational and other risks.

The Board acknowledges its responsibility for the Company's risk management and internal control systems, and is responsible for reviewing the effectiveness of such systems. The Audit Committee is responsible for overseeing the Company's financial records, internal control procedures and risk management systems. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement, loss or fraud. During the Reporting Period, the Company has established the internal audit function, which is carried out and reviewed by the Audit Committee, in order to independently evaluate the effectiveness of the Company's risk management and internal control system and timely report to the Board.

The Company has established comprehensive risk management and internal control processes through which the Company monitors, evaluates and manages the risks that the Company is exposed to its business activities. The risk management procedure of the Company is based on the well-defined risk identification standards, risk monitor responsibilities and risk control measure of each major classification. The management of the Company actively monitors the regional economy, trend of property management services industry, reliance on continuing connected transactions and changes in applicable laws and regulations, and assesses income and expenditure and absorptive capacity of business expansions. The recommendations submitted by independent consultant have been accepted by the Company and implemented in stages, to further enhance the policies, procedures and practices of its internal control and risk management. The risk management procedure of the Company clearly specifies the management duties, authorization and approval of each party in respect of the major risk identification and management, and develops clear written policy for significant risk management process and circulate it to all managements and staffs. The Company's internal control procedures are designed to provide reasonable assurance for achieving objectives, including efficient and stable operations, reliable financial reporting and compliance with applicable laws and regulations.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

為有效降低不必要的財務風險和經營風險，進而確保企業經營目標的實現，本公司已指定專門部門執行內控審核職能，建立完善內控制度體系，監管制度的落實、執行情況，並於每年度評估內部控制及風險管理制度的充足性和有效性。而對於影響本集團業務和運營的重大風險，管理層確保已採取適當的措施，為遵守法律法規提供合理保障，提高經營的效果和效率。本公司董事會及管理層亦於每年度評估相關制度的充足性和有效性，並考慮及實施專門部門提呈的完善制度的建議。

本公司董事及高級管理層定期接受有關上市集團持續披露義務的培訓。本公司亦聘請外部法律顧問，以就內幕消息的披露義務獲取專業指導。本公司管理層負責設計、實施和維持內部監控系統的有效性，包括對內幕消息披露的合法合規情況的監控，而董事會負責監督管理層推行的內部監控措施是否適當，以及是否得到有效的執行。

In order to effectively reduce unnecessary financial risks and operational risks, and thus ensure the realization of corporate business objectives, the Company has designated specific departments to perform internal control and audit functions, establish a sound internal control system, monitor the implementation of the system, and evaluate the adequacy and effectiveness of internal control and risk management systems annually. For the significant risks affecting the Group's business and operations, the management has ensured that appropriate measures have been taken to provide reasonable protection for compliance with laws and regulations and improve the effectiveness and efficiency of operations. The Board and management of the Company also evaluate the adequacy and effectiveness of the relevant systems annually, and consider and implement the recommendations proposed by the specific departments for the improvement of systems.

The Directors and senior management of the Company regularly receive training relating to continuing disclosure obligation of listed company. The Company also engaged external legal consultant to obtain professional guidance on disclosure obligations in respect of inside information. The management of the Company is responsible for designing, implementing and maintaining the effectiveness of the internal control system, which includes control on compliance with disclosure obligations in respect of inside information. The Board is responsible for supervising the appropriateness and efficiency of the internal control measure carried by management.



## 企業管治報告

# CORPORATE GOVERNANCE REPORT

於截至2021年12月31日止年度期間，本公司已採取措施，包括通過審閱本集團的內部控制制度及通過為董事、高級管理層及僱員提供有關內部控制政策、上市公司董事及管理層於上市規則下的職責及責任以及其他適用法律法規的指引，確保有效實施內部控制制度。董事會對本集團風險管理及內部監控系統進行四次檢討。報告期內，董事會及管理層已對本集團風險管理及內部監控系統之有效性進行檢討，並確認其足夠且有效。

本公司已根據證券及期貨條例及上市規則採納內幕消息政策，以確保處理內幕消息的保密性，並在切實可行情況下盡快向公眾刊發相關披露。對於難以保密的信息，本公司及時進行相應的信息披露，從而確保有效保護投資者和利益相關方的權益。

During the year ended 31 December 2021, the Company has adopted various measures to ensure the effective implementation of the internal control system, including through the review of the Group's internal control system and provision of guidance in respect of the internal control policies, responsibilities and duties of the listing company's directors and management under the Listing Rules and other applicable laws and regulations for the Directors, senior management and employees. The Board had reviewed the risk management and internal control system of the Group four times. During the Reporting Period, the Board and the management has reviewed the effectiveness of the risk management and internal control system of the Group and considered it sufficient and effective.

The Company has adopted an inside information policy in accordance with the SFO and the Listing Rules to ensure the confidentiality of handling inside information and the publication of respective disclosure to the public as soon as practicable. The Company will make corresponding information disclosure timely with regard to information that is unlikely to maintain confidentiality, so as to ensure effective protection of the rights and interests of investors and stakeholders.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

2021年疫情持續發展，本公司董事會及高級管理層成立了疫情應對統籌領導小組（「**領導小組**」），通過提前預判疫情發展形勢，統籌疫情期間應急事務管理。領導小組通過發佈疫情管理通知、制定疫情期間工作服務規範以及突發事項應急管理預案等，對本集團下屬各個服務中心進行疫情期間的縱深管理。在疫情期間本集團通過統籌人員安排、提前置辦應急物資採購、動態深化了防疫措施的落實；各服務中心依據領導小組指示，提前向業主發佈疫情預警、建議業主採取防護措施、園區高頻次立體消毒、園區進出人員體溫測量及出示健康碼、向業主發放口罩等加強園區疫情期間管理；針對園區內特殊人群，本集團在關愛獨居老人以及為居家隔離業主解決物資配送問題作出貢獻。

綜上所述，本公司認為自身內部控制系統足夠且有效。

### 核數師酬金

截至2021年12月31日止年度，核數師有關年度核數服務及審閱服務之酬金分別為人民幣1.7百萬元及人民幣0.5百萬元，合計人民幣2.2百萬元。其他非核數服務主要包括環境、社會及管治報告顧問服務之酬金為人民幣0.09百萬元。

### 公司秘書

鍾若琴女士，本公司之執行董事之一，亦為本公司其中一名聯席公司秘書。

Since the outbreak of the epidemic of 2021, an epidemic prevention task force (the “**Task Force**”) was formed by members of the Board and the senior management to implement contingent measures for prevention of the adverse effects of the epidemic. The Task Force has issued epidemic management notice, service standards during the epidemic and contingent measures in dealing with the epidemic and is responsible for the management of epidemic prevention of service centers of the Group. The Group properly deployed its staff, purchased necessary protective and preventive gears and proactively enhanced various epidemic preventive measures. As advised by the Task Force, all service centres issued alerts to property owners and proposed measures to prevent the spreading of epidemic. The residential areas are frequently sterilized. All persons entering and leaving the residential areas are required to have their body temperature measured and have their health certification code produced. Property owners are provided with face masks. To provide assistance to people in need, elderly living alone and people under home quarantine are provided with delivery services.

In conclusion, the Company believes that its internal control system is sufficient and effective.

### AUDITOR'S REMUNERATION

For the year ended 31 December 2021, the auditor's remuneration for the annual audit services and review services were RMB1.7 million and RMB0.5 million respectively and the aggregate amount was RMB2.2 million. The fee for non-audit services, mainly the review of environmental, social and governance report, was RMB0.09 million.

### COMPANY SECRETARY

Ms. ZHONG Ruoqin, one of the Company's executive Directors, is also one of the joint company secretaries of the Company.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 更換聯席公司秘書

於2021年11月10日，高美英女士（「高女士」）已辭任(i)本公司聯席公司秘書；及(ii)根據香港聯合交易所有限公司（「聯交所」）證券上市規則（「上市規則」）第3.05條項下所規定的本公司授權代表、根據香港法例第622章公司條例第16部的本公司授權代表及根據上市規則第19.05(2)條項下所規定的代本公司在香港接收法律程序文件及通知書的授權人士（統稱為「授權代表」），自2021年11月10日起生效。高女士確認與董事會之間並無意見分歧，亦無有關其辭任的其他事宜需敦請本公司股東加以垂注。

區慧晶女士（「區女士」）已獲委任為聯席公司秘書及授權代表，自2021年11月10日起生效。區女士為方圓企業服務集團（香港）有限公司的經理，擁有10年的公司秘書服務。區女士於香港城市大學取得商業管理學士學位及專業會計與企業管治碩士學位。區女士為香港公司治理公會及英國特許公司治理公會會員。

### Change of Joint Company Secretary

On 10 November 2021, Ms. KO Mei Ying (“**Ms. KO**”) has resigned as (i) the joint company secretary of the Company; and (ii) an authorized representative of the Company under Rule 3.05 of the Rules Governing the Listing of Securities (the “**Listing Rules**”) on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”), an authorized representative of the Company pursuant to Part 16 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) and an authorized person of the Company under Rule 19.05(2) of the Listing Rules for the acceptance of service of process and notices in Hong Kong (collectively known as the “**Authorized Representatives**”) with effect from 10 November 2021. Ms. KO confirmed that she has no disagreement with the Board and there is no matter relating to her resignation that needs to be brought to the attention of the shareholders of the Company.

Ms. AU Wai Ching (“**Ms. AU**”) has been appointed as the Joint Company Secretary and the Authorized Representatives with effect from 10 November 2021. Ms. AU is a manager of SWCS Corporate Services Group (Hong Kong) Limited with 10 years of experience in corporate secretarial services. Ms. AU obtained a bachelor’s degree in business administration and a master’s degree in professional accounting and corporate governance from City University of Hong Kong. Ms. AU is an associate member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

本公司已向聯交所申請，而聯交所已就鍾女士出任其中一名聯席公司秘書的資格自委任區女士為聯席公司秘書之日期(即2021年11月10日)起至2022年3月14日止期間(即豁免期間的餘下期間)(「新豁免期間」)向本公司授出毋須嚴格遵守上市規則第3.28條及第8.17條下規定的新豁免(「新豁免」)。新豁免乃根據以下條件授出：(i)鍾女士於新豁免期間必須由區女士協助；及(ii)若本公司嚴重違反上市規則，則新豁免將被撤銷。於新豁免期間屆滿前，本公司須向聯交所證明並尋求其確認，鍾女士於新豁免期間內受惠於區女士的協助，已取得相關經驗並有能力根據上市規則第3.28條履行公司秘書職責，繼而毋須取得進一步的豁免。新豁免僅適用於區女士獲委任為聯席公司秘書。倘本公司情況發生改變，聯交所可撤回或更改新豁免。

新豁免已經在2022年3月14日屆滿。聯交所已同意鍾若琴女士符合資格擔任上市規則第3.28條及第8.17條下的本公司公司秘書。

截至2021年12月31日止年度，鍾女士、高女士及區女士已符合上市規則第3.29條進行不少於15小時的相關專業培訓。

The Company has applied to the Stock Exchange for, and the Stock Exchange has granted a new waiver (the “**New Waiver**”) to the Company from strict compliance with requirements under Rules 3.28 and 8.17 of the Listing Rules for a period from the date of appointment of Ms. AU as the Joint Company Secretary (i.e. 10 November 2021) to 14 March 2022 (i.e. the remaining period of the Waiver Period) (the “**New Waiver Period**”) in relation to the eligibility of Ms. ZHONG to act as one of the Joint Company Secretaries. The New Waiver is granted on the conditions that: (i) Ms. ZHONG must be assisted by Ms. AU during the New Waiver Period; and (ii) the New Waiver could be revoked if there are material breaches of the Listing Rules by the Company. Before the end of the New Waiver Period, the Company must demonstrate and seek the Stock Exchange’s confirmation that Ms. ZHONG, having had the benefit of Ms. AU’s assistance during the New Waiver Period, has attained the relevant experience and is capable of discharging the functions of a company secretary under Rule 3.28 of the Listing Rules such that a further waiver will not be necessary. The New Waiver applies to Ms. AU’s appointment as the Joint Company Secretary only. The Stock Exchange may withdraw or change the New Waiver if the Company’s situation changes.

The New Waiver Period expired on 14 March 2022. The Stock Exchange had agreed that Ms. ZHONG Ruoqin was qualified to act as the company secretary of the Company under Rule 3.28 and Rule 8.17 of the Listing Rules.

For the year ended 31 December 2021, Ms. ZHONG, Ms. KO and Ms. AU have undertaken not less than 15 hours of relevant professional training in accordance with Rule 3.29 of the Listing Rules.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 與股東的溝通及投資者關係

本公司認為，與股東的有效溝通對加強投資者關係及使投資者了解本集團的業務、表現及策略非常重要。本公司亦深信及時與非選擇性地披露本公司資料以供股東及投資者作出知情投資決策的重要性。

本公司股東週年大會提供股東與董事直接溝通的機會。董事會主席及本公司各董事會委員會主席出席股東週年大會解答股東提問。核數師亦出席股東週年大會，並解答有關審計行事、核數師報告的編製及內容、會計政策及核數師獨立性的提問。

為促進有效的溝通，本公司採納股東通訊政策，旨在建立本公司與股東的相互關係及溝通，並設有網站(<http://www.hzbjwy.com>)，會於該網站刊登有關其業務營運及發展的最新資料、財務數據、企業管治常規及其他資料，以供公眾人士讀取。

### 股東權利

為保障股東的利益及權利，本公司會於股東大會上就各事項(包括選舉個別董事)提呈獨立決議案。

於股東大會上提呈的所有決議案將根據上市規則以投票方式進行表決，投票結果將於各股東大會舉行後及時於本公司及香港聯交所網站刊登。

### COMMUNICATION WITH SHAREHOLDERS AND INVESTOR RELATIONSHIP

The Company considers that effective communication with shareholders is essential for enhancing investor relations and understanding of the Group's business, performance and strategies. The Company also recognizes the importance of timely and non-selective disclosure of information on the Company for the shareholders and investors to make informed investment decisions.

The annual general meeting of the Company provides opportunity for shareholders to communicate directly with the Directors. The Chairman of the Board and the chairman of the Board Committees of the Company attends the annual general meeting to answer shareholders' questions. The auditor also attends the annual general meeting to answer questions about the conduct of the audit, the preparation and content of the auditor's report, the accounting policies and auditor's independence.

To promote effective communication and to build an inter-relationship and communication channel between the Company and the Shareholders, the Company adopts a shareholders' communication policy and maintains a website at <http://www.hzbjwy.com>, where the up-to-date information on the Company's business operations and developments, financial information, corporate governance practices and other information are available for public access.

### SHAREHOLDERS' RIGHTS

To safeguard the 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 on by poll pursuant to the Listing Rules and the poll results will be posted on the websites of the Company and the Hong Kong Stock Exchange in a timely manner after each general meeting.

# 企業管治報告

## CORPORATE GOVERNANCE REPORT

### 召開股東特別大會及提呈建議

根據組織章程細則，股東可於本公司股東大會上提出建議以供考慮。任何一位或以上於遞呈要求當日持有本公司有權於本公司股東大會上投票並繳足股本不少於十分之一的股東，有權隨時透過向董事會或本公司秘書發出書面要求召開本公司股東特別大會，以處理有關要求中指明的任何事項；上述會議應於相關要求遞呈後兩個月內舉行。倘遞呈後21日內董事會未有召開該大會，則遞呈要求人士可自行按正常程序召開大會，而遞呈要求人士因董事會未有召開股東大會而合理產生的所有開支應由公司向要求人士作出償付。

關於建議某人參選董事的事宜，可於本公司網站參閱有關程序。

### 向董事會提出查詢

股東如欲向董事會作出有關本公司的查詢，可透過電郵向本公司總部之投資者關係查詢，電郵地址為 [ir@binjiangfuwu.com](mailto:ir@binjiangfuwu.com)。

### 章程文件的更改

本公司的組織章程大綱及組織章程細則（「章程大綱及細則」）已作出修訂及重列，其於上市日期生效。除上述披露外，於報告期內，章程大綱及細則沒有變更。

### CONVENING AN EXTRAORDINARY GENERAL MEETING AND PUTTING FORWARD PROPOSALS

According to the Articles of Association, the Shareholders may put forward proposals at the general meeting of the Company for consideration. Any one or more member(s) of the Company holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the company secretary of the Company to require an extraordinary general meeting to be convened by the Company 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/herself (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 to convene such general meeting shall be reimbursed to the requisitionist(s) by the Company.

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

### ENQUIRIES TO THE BOARD

Shareholders who intend to put forward their enquiries about the Company to the Board may send their enquiries to the Investor Relations of the Company at its headquarters through email at [ir@binjiangfuwu.com](mailto:ir@binjiangfuwu.com).

### AMENDMENTS TO CONSTITUTIONAL DOCUMENTS

The Memorandum of Association and the Articles of Association of the Company (the “**Memorandum and Articles**”) have been amended and restated, with effect from the Listing Date. Save for the aforesaid disclosed, during the Reporting Period, no change has been made to the Memorandum and Articles.

## 環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 關於本報告

#### 報告簡介

這是本集團發佈的第四份《環境、社會及管治報告》(「ESG 報告」)，旨在呈現本集團2021年履行環境責任和社會責任的工作成績，包括利益相關方重點關注的ESG議題。

#### 編製基礎

本報告按照聯交所上市規則之附錄27《環境、社會及管治報告指引》編製。

#### 發佈周期

本報告為年度報告，報告期間為2021年1月至2021年12月，是本集團發佈的第四份《環境、社會及管治報告》，下一報告期間(2022年)的報告預計將於2023年4月發佈。

#### 報告範圍

本報告主體為濱江服務集團有限公司及其附屬公司，其政策、社會和環境範疇的數據覆蓋集團全部業務。

#### 數據來源

本報告數據來源於本集團的內部文件和相關統計資料。

### ABOUT THIS REPORT

#### Overview

This is the fourth Environmental, Social and Governance Report (“ESG Report”) issued by the Group to present the achievement of the Group regarding its fulfilment of environmental and social responsibilities in 2021, including major ESG issues concerned by stakeholders.

#### Basis of preparation

This report is prepared in accordance with Appendix 27 of the Environmental, Social and Governance Reporting Guide of the Rules Governing the Listing on the Stock Exchange.

#### Publication interval

This is the Group’s fourth ESG report, which covers the year from January 2021 to December 2021. The next report for 2022 is expected to be released in April 2023.

#### Scope of Report

The reporting entities are Binjiang Group and its subsidiaries. The data in respect of their policies, social responsibilities and environmental protection efforts cover all of the Group’s business lines.

#### Sources of Data

The data used in this report are derived from the internal documents and related statistical materials of the Group.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 匯報原則

本報告乃根據以下原則編製：

**重要性：**本集團通過重要性評估確定主要ESG議題，相關過程與結果已在本報告中披露：

**量化原則：**本集團依據聯交所「上市規則指引—附錄二十七環境、社會及管治報告指引」中「關鍵績效指標」要求，對「環境」和「社會」範疇的具有歷史數據的關鍵績效指標進行量化的披露，對前瞻性的信息比如目標盡可能進行量化的披露，並將在未來逐步完善統計流程實現全部披露。

**平衡原則：**本報告披露努力實現客觀、公正、真實地反映本集團2021年環境及社會事宜工作成效及實踐，並且以負責的態度披露所遇到的問題及改善措施。

**一致性原則：**本集團遵循一致的披露統計方法，此份報告中，對上年報告中曾經的披露過的信息保持了相同的披露統計方法，對首次披露的信息，本集團將在往後年度採用一致的方法進行ESG信息的披露，以方便逐年做有意義的比較。

### 報告獲取

本報告將刊載於聯交所網站與本集團官方網站。

### Reporting Principles

This report is prepared based on the following principles:

**Materiality:** The Group identifies major ESG issues through materiality assessment, and the relevant process and results have been disclosed in this report.

**Quantitative:** The Group makes quantitative disclosure of the key performance indicators with historical data in the areas of “environmental” and “social” according to the requirements of the “Key Performance Indicators” in the Appendix 27 the Environmental, Social and Governance Reporting Guide of the Rules Governing the Listing of Securities on the HKEX, makes quantitative disclosure of forward-looking information such as targets as much as possible, and will gradually improve the statistical process to achieve full disclosure in the future.

**Balance:** This report objectively, fairly and truly discloses the Group’s work performance and practice in environmental and social matters in 2021, and discloses the problems encountered and improvement measures in a responsible manner.

**Consistency:** The Group follows a consistent statistical method for disclosure. In this report, we have maintained the same statistical method for the information as disclosed in the previous year’s report. For the information disclosed for the first time, the Group will adopt a consistent statistical method for ESG information disclosure in subsequent years, in order to facilitate meaningful comparisons from year to year.

### Access to the Report

This report will be posted on the website of the Stock Exchange and the official website of the Group.



## 環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 1 董事會聲明

董事會對本集團的環境、社會及管治策略及匯報承擔全部責任，負責評估及釐定本集團有關環境、社會及管治的風險，並確保本集團設立合適及有效的環境、社會及管治風險管理及內部監控系統。

本集團的業務發展機遇來自於全社會對美好生活的需求，正因為此，本集團格外關注企業的可持續發展，建立健全ESG管治體系，由董事會領導並參與ESG重大事宜的審議與決策，包括識別與評估ESG風險、制定ESG戰略與方針、建立管理政策與計劃、審批和審視ESG目標管理，並批准每年度的ESG報告等管理內容。

基於外部環境和本集團發展戰略，報告期內本集團對內、外部利益相關方進行調研，識別出關鍵ESG議題，以此明確工作重點，包括：企業管治、風險及危機管理、員工權益與福利發展及培訓、客戶關係管理和社區發展與服務等，在日常工作中對上述議題進行重點審視與績效提升，並相應地開展目標管理。未來，本集團將持續根據利益相關方期望和本集團運營實際調整可持續發展管理策略及推進方式，不斷提升可持續發展水平。

### 1 STATEMENT BY THE BOARD OF DIRECTORS

Assuming full responsibility for the Group's ESG strategy and reporting, the Board is responsible for assessing and determining the Group's ESG-related risks, and ensuring that the Group has an appropriate and effective system for ESG risk management and internal monitoring.

The business development opportunities of the Group stem from the society's pursuit of better quality of life. Because of this, the Group pays special attention to the sustainable development of the Company, establish and improve the ESG governance system, and have the review and decision-making of major ESG issues led by the Board, including identifying and evaluating ESG risks, formulating ESG strategies and policies, establishing management policies and plans, approving and reviewing ESG target management, and approving the annual ESG report and other management content.

Based on the external environment and the Group's development strategy, the Group conducted research on internal and external stakeholders during the Reporting Period, identified key ESG issues, and clarified work priorities, including: corporate governance, risk and crisis management, employees' rights and benefits, development and training, customer relationship management and community development and services, with focus on reviewing the above issues and improving performance in daily work, and carried out target management accordingly. In the future, the Group will continue to adjust the strategy and promotion method of sustainable development management according to the expectations of stakeholders and the actual operation of the Group, so as to continuously improve the level of sustainable development.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本報告詳盡披露本集團2021年ESG工作的進展與成效。董事會作為ESG事宜的最高負責及決策機構，確保本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，對其內容的真實性和準確性承擔全部責任。

## 2 環境、社會及管治概要

### 2.1 集團ESG策略

本集團始終堅持「從心出發 讓愛回家」的服務理念和「業主第一、服務第一、品質第一」的企業宗旨，通過更專業化、標準化的服務為業主及住戶帶來社區生活的幸福感。與此同時，本集團堅持「真誠、創新、完美、安全、健康、綠色」的質量方針，始終將企業社會責任牢記於心，把可持續發展理念滲透至集團治理和業務的每一個方面，致力於經濟效益和社會效益、環境效益的共同實現。

This report disclosed details of the progress and effectiveness of the ESG work of the Group in 2021. The Board, as the highest responsible and decision-making body for ESG matters, warrants that there are no false representations or misleading statements contained in, or material omissions from this report, and accepts all responsibilities for the truthfulness and accuracy of this report.

## 2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE OVERVIEW

### 2.1 Group ESG Strategy

The Group has always adhered to the service concept of “serving with heart and filling home with love” and the principle of “owner first, service first, quality first”. The Group aims to secure the well-being of owners and residents through more professional and standardized services. At the same time, the Group adheres to the quality policy of “sincerity, innovation, perfection, safety, health and green” and strives to always keep its corporate social responsibility in mind. These policies and principles instill the concept of sustainable development into every aspect of the Group’s governance and business and enable the Group to realize economic, social and environmental benefits.

### 2.2 集團ESG管治結構

本集團設立了自上而下的ESG管治結構，董事會負責本集團環境及社會事宜的監管，包括風險評估、優先次序釐定與風險管理，監督以及檢討本集團在環境與社會事宜上的表現，從而指引企業可持續發展的方向和路徑，並組建了由高層管理人員領銜、中層管理人員參與的環境、社會與管治報告工作委員會，該工作委員會成員由董事會辦公室、綜合管理部、財務部、人力資源部、品牌運營部和各服務中心的代表組成，涵蓋了本集團日常管理的各相關部門。工作委員會負責傳達、溝通並落實環境管治與社會管治方面的集團戰略、具體舉措和反饋意見，為集團可持續發展起到了積極的作用。

### 2.2 Group ESG Governance Structure

The Group has established a top-down ESG governance structure where the Board is responsible for monitoring environmental and social issues, including risk assessment, task prioritization and risk management, supervising and reviewing the performance of the Group on the environmental and social issues and providing the direction and guideline for the sustainable development of the Company. An ESG report working commission, which is led by high-ranking managerial personnel and includes intermediate level managers. The working commission consists of representatives from all regular management divisions of the Group, including the Board Office, the Integrated Management Department, the Finance Department, the Human Resource Department, the Brand Operations Department and all Service Centers. The working commission is responsible for promoting, communicating and implementing the strategies, measures and feedback of the Group on issues related to ESG, which plays an active role in the sustainable development of the Group.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 2.3 利益相關者的參與

本集團環境、社會與管治的利益相關者主要包括內部人員、供應商、客戶、股東及投資者、政府及業務所在地社區。本集團認為，傾聽和了解利益相關者的訴求將為本集團長期發展和成功打下堅實的基礎。本集團積極開拓各種渠道，與利益相關者保持溝通，增進其對本集團的發展和運營方針的了解，也為利益相關者提出建議提供更多機會，並對其訴求進行及時而有效的反饋，確保雙方增進合作關係，攜手共同發展。

### 2.3 Stakeholder Participation

The Group's ESG stakeholders mainly include the employees, suppliers, customers, shareholders and investors, local government, and the communities where our business operates. The Group believes that listening to and understanding the opinions of stakeholders will provide a solid foundation for the long-term development and success of the Group. The Group actively explores various channels to maintain good communication with stakeholders, to enhance the stakeholders' understanding of the Group's development and operational policies, and to provide more opportunities for them to put forward suggestions so that the Group can provide them with timely and effective feedback regarding their concerns. In this way, the Group ensures that it is cooperating and working alongside stakeholders to achieve mutual benefits.

# 環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

利益相關方	政府	股東	員工	客戶	供應商	社區
Stakeholders	Government	Shareholders	Employees	Customers	Suppliers	Community
目標和關注點	<ul style="list-style-type: none"> <li>響應國家政策</li> <li>合法、合規經營</li> <li>依法履行納稅義務</li> <li>促進就業</li> </ul>	<ul style="list-style-type: none"> <li>業務戰略和經營業績</li> <li>股東權益保護</li> <li>業務可持續性</li> <li>公司透明度</li> </ul>	<ul style="list-style-type: none"> <li>薪酬福利</li> <li>權益保障</li> <li>職業發展</li> <li>安全健康</li> <li>企業文化</li> </ul>	<ul style="list-style-type: none"> <li>服務及時</li> <li>住戶安全</li> <li>隱私保護</li> <li>不斷提高服務質量</li> </ul>	<ul style="list-style-type: none"> <li>共同遵守商業道德和國家法律法規</li> <li>公開公正</li> <li>信守承諾，互利共贏</li> </ul>	<ul style="list-style-type: none"> <li>舉辦社區活動</li> <li>參與社區建設</li> <li>投身社區公益</li> <li>促進社區發展</li> </ul>
Target & focus	<ul style="list-style-type: none"> <li>Respond to state policies</li> <li>Operate according to laws and regulations</li> <li>Pay taxes in accordance with laws</li> <li>Promote employment</li> </ul>	<ul style="list-style-type: none"> <li>Business strategy &amp; operating performance</li> <li>Protect shareholder's legal rights</li> <li>Business sustainability</li> <li>Company transparency</li> </ul>	<ul style="list-style-type: none"> <li>Payment &amp; welfare</li> <li>Guarantee of rights and interests</li> <li>Career development</li> <li>Safety and health</li> <li>Corporate culture</li> </ul>	<ul style="list-style-type: none"> <li>Timely service</li> <li>Safety of householders</li> <li>Privacy protection</li> <li>Steadily improve service quality</li> </ul>	<ul style="list-style-type: none"> <li>Abide by commercial ethics &amp; state laws and rules</li> <li>Be transparent and fair</li> <li>Fulfill commitments, achieve mutual benefits and enable win-win cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Hold community activities</li> <li>Assist in community construction</li> <li>Secure community welfare</li> <li>Promote the community's development</li> </ul>
溝通和交流方式	<ul style="list-style-type: none"> <li>參與相關政策制定過程討論貢獻企業經驗</li> <li>積極引導和影響公共政策</li> <li>與經營地政府對話</li> </ul>	<ul style="list-style-type: none"> <li>信息披露</li> <li>董事會、股東會、投資者交流會</li> <li>股東直接溝通</li> </ul>	<ul style="list-style-type: none"> <li>監事會員工代表</li> <li>工會組織</li> <li>職工代表大會</li> <li>員工意見調查、反饋</li> <li>增加信息披露</li> </ul>	<ul style="list-style-type: none"> <li>服務活動過程溝通</li> <li>業主意見調查、反饋</li> <li>投訴熱線</li> <li>增加信息披露</li> </ul>	<ul style="list-style-type: none"> <li>公佈供應商管理規定</li> <li>合同談判</li> <li>日常業務交流</li> <li>增加信息披露</li> </ul>	<ul style="list-style-type: none"> <li>與當地政府、組織對話</li> <li>社區走訪、交流</li> <li>增加信息披露</li> </ul>
Method of communication and exchange	<ul style="list-style-type: none"> <li>Take part in discussions when relevant policies are being formulated, and share enterprise experience</li> <li>Guide and influence public policies actively</li> <li>Engage in dialogue with the local government</li> </ul>	<ul style="list-style-type: none"> <li>Information disclosures</li> <li>The board meeting, shareholders' meeting and investors' meeting of exchange</li> <li>Direct communication among shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Employee representative at the Board of Supervisors</li> <li>Trade union</li> <li>Employee representative conference</li> <li>Employee survey and provision of timely feedback</li> <li>Enhance information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Communicate during the service offering process</li> <li>Owners survey and provision of timely feedback</li> <li>Complaint hotline</li> <li>Enhance information disclosures</li> </ul>	<ul style="list-style-type: none"> <li>Announce the supplier management rules</li> <li>Contract negotiation</li> <li>Daily business exchange</li> <li>Enhance information disclosures</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with local government and organisations</li> <li>Exchange ideas with community members</li> <li>Enhance information disclosures</li> </ul>

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

利益相關方	政府	股東	員工	客戶	供應商	社區
Stakeholders	Government	Shareholders	Employees	Customers	Suppliers	Community
重點行動	<ul style="list-style-type: none"> <li>執行國家政策、遵守國家法律、法規</li> <li>接受監管和考核</li> <li>創造更多勞動力崗位促進就業</li> <li>配合政府引導垃圾分類</li> <li>及時進行納稅申報</li> </ul>	<ul style="list-style-type: none"> <li>定期召開股東會</li> <li>定期召開董事會</li> <li>召開投資者交流會</li> <li>及時進行法定事項披露</li> </ul>	<ul style="list-style-type: none"> <li>加強員工文化技能培養</li> <li>改善員工工作、生活環境</li> <li>保證員工權益、提升福利待遇</li> <li>員工健康與安全的保證</li> <li>成立員工公會</li> </ul>	<ul style="list-style-type: none"> <li>服務規範化、標準化</li> <li>定期進行滿意度調查</li> <li>對客戶投訴及時反饋、處理</li> <li>切實保障客戶隱私</li> </ul>	<ul style="list-style-type: none"> <li>建立公開透明的招標制度</li> <li>搭建供應商溝通平台</li> <li>完善供應商選擇機制</li> <li>為供應商提供平等競爭機會</li> </ul>	<ul style="list-style-type: none"> <li>定期舉行社區惠民活動</li> <li>鼓勵好人好事</li> <li>熱心公益，回報社會</li> <li>開展員工志願者活動</li> </ul>
Key actions	<ul style="list-style-type: none"> <li>Implement state policies, and abide by state laws and regulations</li> <li>Accept supervision and check-ups</li> <li>Create more posts to boost the employment rate</li> <li>Guide garbage classification activities in cooperation with the government</li> <li>Declare taxes in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Hold shareholders' meetings regularly</li> <li>Hold board meetings regularly</li> <li>Hold meetings of exchange with investors</li> <li>Disclose statutory issues in a timely manner</li> </ul>	<ul style="list-style-type: none"> <li>Enhance trainings for employees in respect of culture and technical skills</li> <li>Improve living and working environment for employees</li> <li>Guarantee employees' rights and benefits, and upgrade their welfare level</li> <li>Health and safety guarantees for employees</li> <li>Establish an employee trade union</li> </ul>	<ul style="list-style-type: none"> <li>Service normalisation and standardisation</li> <li>Conduct regular customer satisfaction surveys</li> <li>Respond to client complaints and provide them with feedback in a timely manner</li> <li>Earnestly protect customer privacy</li> </ul>	<ul style="list-style-type: none"> <li>Set up an open and transparent bid invitation system</li> <li>Set up a communication platform for suppliers</li> <li>Perfect the supplier selection system</li> <li>Offer equal opportunities to suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Regularly hold activities to benefit community residents</li> <li>Encourage good deeds</li> <li>Be passionate about public welfare, and contribute to society</li> <li>Conduct employee volunteer activities</li> </ul>
關鍵業績指標	<ul style="list-style-type: none"> <li>垃圾分類行動</li> <li>勞動力就業數量</li> </ul>	<ul style="list-style-type: none"> <li>股票價值、股息紅利</li> <li>股票市值</li> </ul>	<ul style="list-style-type: none"> <li>職工培訓人次</li> <li>薪酬、福利制度</li> <li>向困難員工捐款額</li> </ul>	<ul style="list-style-type: none"> <li>綠化投入成本</li> <li>客戶投訴數量</li> <li>客戶隱私處理方案</li> </ul>	<ul style="list-style-type: none"> <li>合同履約率</li> <li>供應商評估</li> </ul>	<ul style="list-style-type: none"> <li>好人好事傑出事蹟</li> <li>社會公益投入</li> <li>員工志願者活動</li> </ul>
Key performance indicators	<ul style="list-style-type: none"> <li>Take action to implement garbage classification</li> <li>Number of persons employed</li> </ul>	<ul style="list-style-type: none"> <li>Stock value and dividend returns</li> <li>Stock market value</li> </ul>	<ul style="list-style-type: none"> <li>Number of hours of employee training</li> <li>Remuneration and welfare system</li> <li>The sum of money donated to employee with financial difficulties</li> </ul>	<ul style="list-style-type: none"> <li>Investments in greening</li> <li>Number of customer complaints</li> <li>Solutions for handling customer privacy cases</li> </ul>	<ul style="list-style-type: none"> <li>Contract performance rate</li> <li>Assessment of supplier</li> </ul>	<ul style="list-style-type: none"> <li>Examples of good deeds</li> <li>Investments in social welfare causes</li> <li>Volunteer activities</li> </ul>

### 2.4 重要性評估

在本報告年度，本集團重視ESG議題的識別和管理，通過訪談、調研等活動收集利益相關方的觀點以及反饋，以識別ESG重要議題，並在報告中有針對性地進行披露，以便有效提升公司的可持續發展管理水平。本集團也將對各利益相關者保持持續關注，不斷覆核並更新重要性評估，並在條件成熟的時候引入外部的利益相關者，從而更準確而充分地了解多方訴求，為企業經營與環境、社會管治工作的開展提供指引和方向。

本集團結合可持續發展信息披露相關指引如可持續會計準則委員會(SASB)制定的《重要性議題庫》等，識別行業相關的ESG議題，並基於對各方利益相關者對ESG議題重要性評估結果的分析和匯總，形成了如下重要性評估的矩陣。結合利益相關方對於企業經營與環境、社會管治的關注重點和《環境、社會及管治報告指引》，本集團重點關注領域集中在員工權益與福利、發展及培訓、社區發展與服務和客戶關係管理等社會方面和能源使用和氣候變化等環境方面。

### 2.4 Materiality Assessment

In the reporting year, the Group attached importance to the identification and management of ESG issues. We conducted interviews, surveys and other activities to collect the opinions and feedbacks from stakeholders in order to identify material ESG issues and made specific disclosures in the report accordingly so to enhance the sustainable development and management of the Company effectively. The Group will also continually pay attention to all stakeholders, constantly review and update the materiality assessment, and include external stakeholders when the conditions are right, so as to achieve a more accurate and thorough understanding of the demands of various parties, and to provide guidance and direction to the enterprise's business operations and controls over environmental and social governance.

The Group identified industry-related ESG issues based on relevant guidelines on sustainability information disclosure, such as the "Material Issues Database" formulated by the Sustainability Accounting Standards Board (SASB), and based on the analysis and summary of the results of the materiality assessment of ESG issues from all stakeholders, and formed the following materiality assessment matrix, which is prepared in considering the stakeholders' focus on corporate operations and environmental and social governance and in accordance with the Environmental, Social and Governance Reporting Guidelines. Our Group focuses on social fields such as rights and interests of employees, development and trainings, community development and customer relationship management, and environmental issues such as use of energy and climate change.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 濱江服務2021年ESG報告重要性議題列表 List of Material Issues in the 2021 ESG Report of Binjiang Service

#### 非常重要

#### Highly material

- |  |  |   |
|--|--|---|
| 1. 企業管治<br>Corporate governance                | 3. 風險及危機管理<br>Risk and crisis management | 15. 員工權益與福利<br>Employees' rights and benefits     |
| 17. 發展及培訓<br>Development and trainings         | 18. 勞動者管理<br>Labour management           | 20. 隱私保護<br>Privacy protection                    |
| 22. 客戶關係管理<br>Customer relationship management | 24. 商業道德<br>Business ethics              | 26. 社區發展與服務<br>Community development and services |

#### 重要

#### Material

- |   |   |   |
|---|---|---|
| 2. ESG管治<br>ESG management                        | 4. 政策影響<br>Impact of policies                 | 5. 溫室氣體排放<br>Emission of greenhouse gases           |
| 9. 廢水排放<br>Disposal of waste water                | 10. 能源使用<br>Use of energy                     | 13. 氣候變化<br>Climate change                          |
| 14. 多元化與機會平等<br>Diversity and equal opportunities | 16. 職業健康與安全<br>Occupational health and safety | 19. 供應鏈管理<br>Supply chain management                |
| 21. 負責任營銷<br>Responsible marketing                | 23. 數字化社區<br>Digital community                | 25. 企業公民與慈善<br>Corporate Citizenship & Philanthropy |

#### 相關

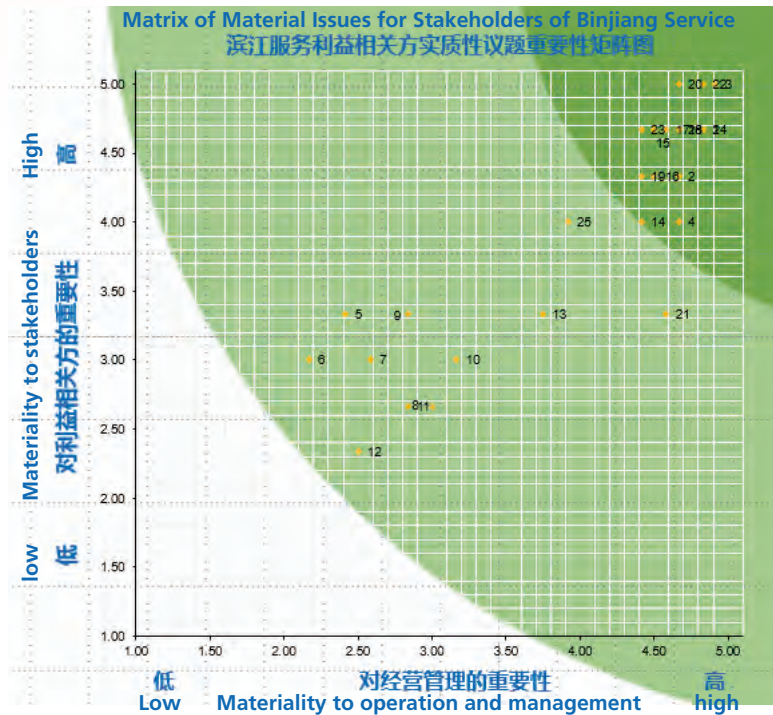
#### Relevant

- |  |  |  |
|--|--|--|
| 6. 廢氣排放<br>Exhaust emissions           | 7. 有害廢棄物排放<br>Discharge of hazardous waste                         | 8. 無害廢棄物排放<br>Discharge of non-hazardous waste |
| 11. 水資源管理<br>Water resource management | 12. 對環境和自然資源的影響<br>Impact on the environment and natural resources |  |



濱江服務2021年ESG報告實質性議題矩陣圖

Matrix of Material Issues in the 2021 ESG Report of Binjiang Service



3 環境保護  
 環境政策

秉承對社會和環境負責的態度，本集團深知作為企業公民需要承擔的環境保護責任。在日常運營和發展過程中，本集團不斷強調環境保護的重要性，積極踐行綠色低碳發展戰略，儘量降低業務發展對環境帶來的負面影響，同時發揮積極的影響。

3 ENVIRONMENTAL PROTECTION  
 Environmental Policy

As a socially and environmentally responsible corporate citizen, the Group is fully aware of its responsibilities in environmental protection. In the process of daily operations and development, the Group maintains an emphasis on the importance of environmental protection, actively implementing green and low-carbon development strategies, minimizing the negative impact of business development on the environment, and trying to generally have a positive effect on the environment.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本集團嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》等對集團發展有重大影響的法律法規，不斷提高集團的環境保護效益。為將環保意識落實到位，本集團從電器使用、節約用水、無紙化辦公、公務車管理等細節處入手，對員工日常工作中的環保行為進行了具體規範。綠色辦公制度的推廣和實施很大程度上增強了全體員工的節能降耗意識，對加強用水、用電管理，減少浪費，切實降低能耗，引導全體員工形成節約、環保的習慣和本公司的可持續發展具有深遠的意義。

此外，本集團已經通過GB/T24001-2016 idt ISO14001:2015環境管理體系認證，這是對本集團在環境管理方面所做的工作和取得的成就的一項重大肯定，本集團也將在此基礎上不斷推進環境管理體系的進一步發展和優化。

The Group strictly abides by laws and regulations that have a significant impact on the development of the Group, such as the Environmental Protection Law of the People's Republic of China and the Law of the People's Republic of China on Conserving Energy and strives to ceaselessly implement its environmental protection measures. In order to strengthen environmental protection awareness, the Group monitored the use of electrical appliances, water conservation, paperless office measures, business car management, and other areas, so as to regulate employees' environmental protection behavior in daily operations. The promotion and implementation of the green office system have greatly enhanced the awareness of all employees in saving energy and reducing consumption, playing a significant role in strengthening the management of water and electricity consumption, reducing waste, effectively reducing energy consumption, guiding all employees to form the habit of saving resources and protecting environment and promoting the sustainable development of the Company.

In addition, the Group has a GB/T24001-2016 idt ISO14001:2015 certified environmental management system, which affirms the Group's achievements in environmental management. Going forward, the Group will work to further develop and optimize the environmental management system.

### 3.1 排放物

#### 控制碳排，綠色環保

本集團高度重視低碳環保，積極響應國家節能減排號召。本集團內溫室氣體排放主要來自於在管項目的電力使用、天然氣使用和汽車燃料消耗，總量約為15.93萬噸(2020年：5.26萬噸)。在本集團溫室氣體排放中，外購電力產生的間接二氧化碳排放佔本集團二氧化碳總排放的99%以上(2020年：99%以上)，是本集團降低集團碳排放核心的工作重點。本集團將節能降耗融入內部管理，從多個方面鼓勵員工減少碳排放。在公務用車方面，本集團擁有的車輛由綜合管理部實行統一、專門管理和調度，統籌規劃和安排，同時鼓勵員工乘坐公共交通出行，踐行環保之道；本集團內部倡導無紙化辦公，鼓勵使用再生紙，文件提倡雙面打印，通過減少紙張使用減輕對碳排放的影響。關於電能耗用，本集團將在下文「資源使用」中予以闡述。

### 3.1 Emissions

#### Carbon emissions and environmental protection

The Group paid special attention to low carbon emission and environmental protection, actively responded to the country's energy saving and emission reduction initiatives. The Group's carbon emission was mainly generated by the use of electricity and natural gas in projects under our management and automobile fuel consumption, with an annual volume of 159,300 tonnes (2020: 52,600 tonnes). Indirect carbon dioxide emissions from outsourced electricity accounted for more than 99 percent (2020: 99%) of the Group's total carbon emissions. For this reason, this area is our Group's key focus in reducing the Group's carbon emissions. The Group integrates energy conservation and consumption reduction measures into internal management and encourages employees to reduce carbon emissions in various ways. With regard to company-financed vehicles, their use is controlled and managed in a unified manner by the central management office. Employees are encouraged to make contribution to environmental protection by using public transportation. The Group advocates for a paperless office and encourages the use of recycled paper and double-sided printing. In these ways, the Group strives to reduce carbon emissions by reducing paper use. Please refer to the "Use of Resources" section below for information regarding our electricity consumption.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

		2021	2020
範圍一：直接排放 (噸二氧化碳當量)	Scope 1: Direct emissions (tonnes of carbon dioxide equivalent)	<b>1,023.87</b>	1,192.11
範圍二：間接排放 (噸二氧化碳當量)	Scope 2: Indirect emissions (tonnes of carbon dioxide equivalent)	<b>158,229.99</b>	51,372.06
溫室氣體排放合計 (噸二氧化碳當量)	greenhouse gas emissions (tonnes of carbon dioxide equivalent)	<b>159,253.86</b>	52,564.17
排放密度(噸／人民幣千元 營業收入)	Intensity (tonnes/operating income of RMB'000)	<b>0.11</b>	0.05

註1：此處和3.2節的數據不包含酬金制在管項目。

Note 1: The data herein and in 3.2 section do not include projects under management on a commission basis.

註2：直接溫室氣體排放根據《中國能源統計年鑒2020》附錄4、GHG Protocol、《IPCC, 2014：氣候變化2014：綜合報告，政府間氣候變化專門委員會第五次評估報告第一工作組、第二工作組和第三工作組報告》《省級溫室氣體清單編製指南》(試行，2011年5月)和《能源統計工作手冊》(國家統計局能源司，2010)計算所得。

Note 2: The calculation of direct greenhouse gas emissions is based on Appendix 4 to the China Energy Statistical Yearbook 2020, GHG Protocol, IPCC, 2014: Climate Change 2014: Comprehensive Report, Report of the First Working Group, the Second Working Group and the Third Working Group of the Fifth Assessment Report of the Intergovernmental Panel on Climate Change, Guidelines for the Compilation of Provincial Greenhouse Gas Inventories (Trial, May 2011) and Energy Statistics Manual (Department of Energy, National Bureau of Statistics, 2010).

註3：間接溫室氣體排放根據中華人民共和國國家發展和改革委員會《2011年和2012年中國區域電網平均二氧化碳排放因子》中2012年中國區域電網平均二氧化碳排放因子計算所得。

Note 3: Indirect greenhouse gas emissions are calculated based on the average carbon dioxide emission factor of China's regional power grids in 2012 in the "Average Carbon Dioxide Emission Factors of China's Regional Power Grids in 2011 and 2012" issued by the National Development and Reform Commission of the People's Republic of China.

註4：由於本集團2021年在管項目數量較上年大幅增加，因此排放量總量增長；同時項目業態和合同服務範圍較上年有所變化，導致排放密度亦有較大幅度的增長。

Note 4: Due to the significant increase in the number of projects under management of the Group in 2021 as compared with last year, the total amount of emissions increased; At the same time, the project type and the scope of contracted services changed from the previous year, resulting in a significant increase in emission density.

廢氣排放物	Exhaust Emissions	2021	2020
氮氧化物(單位：千克)	Nitrogen oxide (unit: kg)	735.70	803.58
硫氧化物(單位：千克)	Sulfur oxide (unit: kg)	61.44	72.55
顆粒物(單位：千克)	Granulates (unit: kg)	90.62	101.19

## 垃圾分類，利國利民

本集團嚴格遵守《中華人民共和國固體廢物污染環境防治》和《生活垃圾分類制度實施方案》等法律法規，對廢棄物實行分類管理。垃圾分類是一項牽一髮而動全身的社會治理工作，離不開政府、企業、居民、社會組織等多元主體的共同參與。只有多元主體共同參與垃圾分類，才能充分促進政府、企業、居民、社會組織等利益相關方自我及相互管理、服務、教育、監督，形成垃圾分類人人參與、人人盡責的良好局面，讓人們有實實在在的獲得感、幸福感、安全感。

## Garbage classification

The Group strictly abides by the laws and regulations such as the Prevention and Control of Environmental Pollution by Solid Waste of the People's Republic of China and the Implementation Plan for the Domestic Waste Classification System to implement classified management of waste. Garbage classification is essential for social governance and relies on the cooperation and participation of the government, enterprises, residents, social organizations and other sectors. The government, enterprises, residents, social organizations and other stakeholders are able to promote their self and mutual regulation, service, education and supervision through cooperating and participating in garbage classification. Contentment, happiness and sense of security of people lie in the efforts made by all sectors in garbage classification.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

生活垃圾分類對於環境保護意義深遠，要營造好全民參與、全民行動的良好氛圍。本集團要從垃圾製造者向垃圾分類踐行者轉變，物業人還要行使好垃圾治理者的角色。在政策引導和內生因素的驅動下，本集團從源頭入手，落實了垃圾分類相關的多項舉措，致力於將垃圾分類的觀念深入人心。本年度本集團通過志願服務、定期宣講、指導投放、規範管理等措施進一步提升業主生活垃圾知曉率、分類率、投放正確率。

2021年度，本集團下屬11個服務中心獲得「垃圾分類」相關獎項榮譽，分類正確率達90%以上，資源回收再生率達90%以上。

除生活垃圾分類，本集團還對維修產生的廢棄物和生活污水進行標準化處理。對於在管項目產生的維修廢棄物，物業服務中心先放置於倉庫的專門區域進行保存，待審核通過後，再由取得過相關資質的回收單位統一進行收集和處理，本集團每年對合作的回收單位是否具有有效資質進行查驗；對於生活污水，本集團嚴格遵循《中華人民共和國環境保護法》《中華人民共和國水污染防治法》相關規定進行排放，杜絕任何對生態環境產生負面影響的不合規排放情況發生。

As domestic garbage classification has far-reaching significant for environmental protection, it is essential to encourage the extensive participation and action of the population. The Group's practice should be changed from producing garbage to classifying garbage while property owners should assume their responsibilities in garbage management. Driven by policy guidance and internal factors, the Group has adopted a number of measures to classify garbage at its source, in an effort to instill in people the concept of garbage classification. During the year, the Group further enhanced property owners' awareness on domestic garbage, classification rate and disposal accuracy through voluntary services, regular seminars, disposal guidance, regulatory management, and other measures.

In 2021, 11 service centers of the Group received awards regarding "garbage classification", with the classification accuracy and recycling rate amounting to 90% or above, respectively.

In addition to daily domestic garbage classification, the Group has also standardized the treatment of waste and domestic sewage resulting from home maintenance. For maintenance waste generated in projects under our management, the property service center first places the waste in special warehouses on a temporary basis. They will then be collected and disposed of by the recovery units certified by the relevant qualification authority after the disposal scheme is approved. The Group verifies the qualification of the recovery units on an annual basis. With regards to domestic sewage discharge, the Group strictly complies with the relevant provisions of the Environmental Protection Law of the People's Republic of China and the Law of the People's Republic of China on Prevention and Control of Water Pollution, so as to eliminate any non-compliant discharge that may have a negative impact on the environment.

就本集團的業務而言，於本報告年度，本集團並無任何就空氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生而言對本集團有重大影響的法律及法規不合規事宜。

### 3.2 資源使用

本集團將節約資源作為集團發展策略和運營方法中至關重要的一環，致力於持續監控和不斷改善本集團的環保表現。本集團主要使用的資源包括：電能、天然氣、汽油、水資源。其中，資源利用和消耗的重點集中於電能和水資源。

#### 智能改造，節能降耗

電能消耗是本集團產生碳排放最主要的來源，在本報告年度，本集團全年累計消耗電能224,990.45兆瓦時(2020年：73,023.54兆瓦時)。為降低能源耗用，對電力使用進行合理計劃和高效管理，本集團制定了《濱江服務綠色辦公管理制度》，對空調的開關臨界溫度和開啟下溫度予以規範、對辦公場所用電設施執行「人走燈滅、人離機停」。此外，本集團亦鼓勵員工盡可能利用自然採光和通風，減少電器使用。

同時，本集團亦兼顧節能減排與業主的體驗感與滿意度，在保證服務質量的基礎上盡可能尋求能源的節約及效率的提高。

In terms of the Group's business, during the reporting year, the Group did not have any non-compliance matters with laws and regulations that have a material impact on the Group in terms of air and greenhouse gas emissions, pollutant discharge to water and land, and generation of hazardous and non-hazardous wastes.

### 3.2 Use of Resources

The Group regards resource conservation as a vital part of its development strategy and operational approach and is committed to constantly monitoring and improving the Group's environmental protection performance. The resources used by the Group mainly include electricity, natural gas, gasoline and water. Among which, electricity and water are the main resources used and consumed by us.

#### Smart renovations that save energy

The Group's carbon emissions are mainly caused by electricity consumption. In the reporting year, the Group consumed electricity of 224,990.45 MWh in total (2020: 73,023.54 MWh). In order to reduce energy consumption and conduct reasonable planning and efficient management of electricity consumption, the Group formulated the Binjiang Property Green Office Management System, which regulates the temperature of air conditioners at the entry and exit, and implements "lights off when people leave and machine stop" for power facilities in the office. In addition, the Group also encourages employees to use natural lighting and ventilation as much as possible to reduce the use of electrical appliances.

At the same time, the Group attaches great importance on both energy conservation and emission reduction and owners' experience and satisfaction. We provide high-quality services while putting great efforts in improving our performance in energy conservation and energy efficiency.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

		2021	2020
天然氣(立方米)	Natural Gas (cubic meters)	<b>331,433.04</b>	392,073.44
汽油(萬升)	Gasoline (0'000 litres)	<b>13.58</b>	15.20
外購電力(千瓦時)	Outsourced power (kWh)	<b>224,990,446.21</b>	73,023,540.29
綜合能源耗用(千瓦時)	Comprehensive energy consumption (kWh)	<b>229,764,412.28</b>	78,594,872.27
每千元營收的綜合能源耗用 (千瓦時/人民幣千元 營業收入)	Comprehensive energy consumption per thousand yuan of revenue (kWh/operating income of RMB1,000 Yuan)	<b>164.24</b>	81.85

註5：由於本集團2021年在管項目數量較上年大幅增加，因此用電總量增長；同時項目業態和合同服務範圍較上年有所變化，導致綜合能源耗用的密度指標亦有較大幅度的增長。

Note 5: Due to the significant increase in the number of projects under management of the Group in 2021 as compared with last year, the total electricity consumption increased; At the same time, the project type and the scope of contracted services have changed compared with the previous year, resulting in a significant increase in the density index of comprehensive energy consumption.

註6：綜合能源耗用根據中華人民共和國國家標準《綜合能耗計算通則(GB/T2589-2020)》中的換算因子計算所得。

Note 6: Comprehensive energy consumption is calculated based on the conversion factors in the General Principles for Calculation of Comprehensive Energy Consumption (GB/T2589-2020), the national standard of the People's Republic of China.

### 多措並舉，循環用水

本集團以使用市政供水為主，在部分有條件的項目上使用河水、中水，在求取水源上並無問題，但本集團深知淡水資源的短缺及節約水資源的重大意義，積極開展節水型小區的規劃和建設。2021年度，本集團下屬8個服務中心獲得「節水型小區」榮譽表彰。

### Multiple measures for water recycling

The Group mainly uses municipal water, and uses river water and reclaimed water in some qualified projects, and has no problem in accessing to water resources, but the Group is fully aware of the shortage of freshwater resources and importance of water conservation and actively plan and construct urban water-efficient communities. In 2021, eight service centers under the Group were awarded the honorary commendation of "Water-efficient Communities".



## 環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

在進行小區環境日常運維作業時，本集團通過：科學養護、人機結合等方式合理減少換水頻率、降低人工勞動強度提高工作效率，達到環境、社會、經濟效益三重目標。

When carrying out daily operation and maintenance of the community environment, the Group reasonably reduces the frequency of water refreshing, reduce labor intensity and improve work efficiency through scientific maintenance, and with the assistance of robots and other methods, to reach the triple goals of achieving environmental, social and economic benefits.

		2021	2020
耗水量(立方米)	Water consumption (cubic meters)	<b>2,378,039.456</b>	2,201,447.40
耗水密度(立方米/人民幣千元營業收入)	Water consumption density (cubic meters/operating income of RMB1,000)	<b>1.70</b>	2.29

就目標管理而言，由於本集團的在管物業項目數量正在快速增長中，且項目類型日趨豐富，考慮到不同類型的在管物業項目維修需求以及物資消耗水平、能耗水平以及溫室氣體排放、水資源使用差異較大，現階段本集團較難在能源使用效益、水資源使用效益、排放量和廢棄物方面制定量化的減排目標，但從長期角度而言，本集團堅持提高資源和能源使用效益、在不影響服務質量的情況下降低能耗從而減少溫室氣體排放、通過優化設計、科學排查和及時響應減少維修發生概率、延長使用壽命和降低嚴重程度的決心毫不動搖，並正在採用數字化手段逐步積累和分析不同物業類型的能源、水資源和物資消耗情況，以便未來在上述方面制定量化的目標。

In terms of target management, as the number of property projects under the Group's management is growing rapidly and the types of projects are becoming more diversified, considering the maintenance needs of different types of property projects under management and the large differences in material consumption level, energy consumption level, greenhouse gas emissions and water use, it is difficult for the Group to set quantitative emission reduction targets in terms of energy use efficiency, water use efficiency, emissions and waste at this stage. However, from a long-term perspective, the Group insists on improving the efficiency of resource and energy use, reducing energy consumption without compromising service quality to reduce greenhouse gas emissions, reducing the probability of maintenance, extending service life and reducing the severity through optimizing design, scientific investigation and timely response, and are gradually accumulating and analyzing the energy, water and material consumption of different property types by adopting digital means. In order to formulate quantitative targets in the above aspects in the future.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 3.3 環境及自然資源

由於本集團的業務性質為物業管理，本集團的經營活動並不涉及對天然資源的大量消耗或對環境產生重大影響。本集團深諳日常業務營運可能對環境的影響。本集團以自身行動減緩氣候變化，保護生物多樣性，防止土壤及水資源污染，以實際行動維護生態環境的健康可持續，本集團積極向業主、員工及其他利益相關方傳遞綠色環保意識，通過在全國範圍內開展綠色宣傳活動，努力傳遞小區內愛護綠植、可回收資源再利用、垃圾分類等環保文化，協同共築綠色生態家園。

本集團秉承節能、美觀、環保的宗旨，將環境友好的理念融入社區建設，規劃並完善小區的綠化和園林面積，在營造綠色生態小區形象的同時，更為業主和員工提供舒適的生活與工作場所。2021年，本集團新增綠化改造面積共計199,563.4平方米。

本集團將繼續加強自身環境管理體系建設，確保遵守所有適用的環境相關法律和法規，為人類共同的环境保護事業貢獻一份力量。

### 3.3 Environment and Natural Resources

As the Group's business consists of property management, the Group business activities does not involve significant consumption of natural resources nor a significant impact on the environment. However, the Group is well aware of the possible environmental impact of day-to-day business operations. The Group takes our own actions to mitigate climate change, protect biodiversity, prevent soil and water resources from being polluted, and maintain a sound and sustainable ecological environment with practical actions. The Group actively conveys environmental protection awareness to owners, employees and other stakeholders. By carrying out environmental protection publicity activities across the country, we strive to convey environmental protection culture such as protecting plants, reusing recyclable resources, and garbage classification in the community, and jointly build a good environment in the community.

The Group adheres to the concept of saving energy, building beautiful community, and protecting environment, integrates the concept of protecting environment into community construction, plans and improves the greening and garden area of the community, and creates a green and environmentally-friendly community, while providing owners and employees with comfortable living and working place. In 2021, the Group added a total of 199,563.4 square meters of new greening and renovation area.

The Group will continue strengthening our environmental management system to ensure its compliance with all applicable environmental laws and regulations and make contributions to the common environmental protection cause of mankind.

### 3.4 應對氣候變化

當前，全球變暖、海平面上升和異常氣候現象間歇影響人們的工作與生活，也持續受到全社會的關注，為企業應對氣候變化帶來了嚴峻的挑戰。本集團參考TCFD（氣候相關財務信息披露）框架，對本集團可能面臨的因氣候變化導致的風險和機遇逐步開展現狀審視、戰略制定、風險管理、指標和目標識別與管理。

氣候相關風險包括與低碳經濟轉型相關的風險（以下簡稱「**轉型風險**」）和與氣候變化的實體影響相關的風險（以下簡稱「**實體風險**」），其中轉型風險可分為政策與法律風險、技術風險、市場風險、聲譽風險，實體風險包括急性風險（如颱風、洪水等極端天氣）和慢性風險（氣候模式轉變如持續性高溫）。本集團應對氣候變化，並非止於風險防範，更要主動辨識機遇，包括資源效率、能源來源、產品和服務、市場和適應力。

董事會負責本集團的環境及社會事宜的監管，包括風險評估、優先次序釐定與風險管理，同時協同各相關部門識別與研究氣候變化對本集團業務活動的影響，從而充分把控氣候相關風險和機遇。

### 3.4 Addressing Climate Changes

Global warming, sea level rise and abnormal weather intermittently affect people's work and life and have become main concerns of the society. Enterprises face tough challenges of addressing climate changes. With reference to the framework set out in the TCFD (Task Force on Climate-related Financial Disclosures), the Group has assessed risks and opportunities arising from climate changes and formulated strategies for managing risks and identifying and managing indicators and objectives.

Climate-related risks include risks in relation to the transition to a low-carbon economy (the "**Transition Risks**") and risks in relation to the physical impact of climate changes (the "**Physical Risks**"). Transition Risks include policy and legal risks, technical risks, market risks, reputational risks while Physical Risks include acute risks (such as typhoons, floods and other extreme weather conditions) and chronic risks (persistent high temperatures and other changes in climate pattern). In order to address climate changes, in addition to preventing risks, the Group will also put great efforts in identifying opportunities, including resource efficiency, energy sources, products and services, markets and resilience.

The Board is responsible for supervising environmental and social issues of the Group, including risk assessment, task prioritization and risk management. The Board is also responsible for identifying and analyzing the impact of climate changes on our Group's business activities with relevant departments, so as to fully manage climate-related risks and grasp opportunities.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

就急性實體風險而言，由於本集團的主要業務為提供物業管理服務，故颱風、暴雨、高溫等極端天氣將對本集團的在管物業項目產生不同程度的影響，為本集團的物業管理工作提出了更高的要求。

本集團密切關注氣候變化，並已於日常服務運營中採取一系列氣候相關風險防範措施。

2021年，針對夏季颱風、暴雨現象增多的現象，本集團新設立了《防汛應急預案》，對雷暴雨、颱風等極端天氣出現前期、持續期和後期的防範工作都作了明確安排，並要求各服務中心落實培訓與演習工作。

本集團通過不斷完善相關應急預案，積極落實工作部署，已在內部形成了標準的操作流程以快速、充分應對極端天氣的影響。

For the acute Physical Risks, as the Group is mainly engaged in the provision of high-end property management services, typhoons, rainstorms, high temperature and other extreme weather conditions may affect the projects under our Group's management in different extent and may pose more challenges to our Group's property management.

The Group pays close attention to climate change and has taken a series of climate-related risk prevention measures in its daily operations.

In 2021, in response to the increase in typhoons and rainstorms in summer, the Group made the Flood Control Emergency Plan, which has made clear arrangements for the prevention before, during and after the occurrence of extreme weather such as thunderstorms and typhoons, and requires each service center to carry out extreme weather prevention training and exercises.

Through continuous improvement of relevant emergency plans and active implementation of work arrangements, the Group has formed standard operating procedures internally to respond to the impact of extreme weather quickly and adequately.

### 案例：上虞龍山觀邸與業主共同抗洪

2021年7月26日，受到連續強降雨和上游泄洪影響，紹興上虞龍山觀邸38幢地庫出現小區外圍河道水倒灌現象，項目主任立即第一時間查看險情，根據現場情況啟動了應急預案，安排工程、秩序人員加大排水力度，通知業主將住宅負一層的貴重物品進行轉移，同時上報業委會、房產、社區街道及區域公司，各方積極派遣力量援助。

此次抗洪中，本集團共組織項目物業服務人員、片區物業服務人員、社區街道服務人員、熱心業主等150餘人參與，連續作戰時間長達15小時，通過多方合力將地庫口沙包堆至2.1米高度，最終成功保障了小區和業主的財產安全。

本集團堅持強化底線思維，堅決守護業主安全，面對極端天氣，大家凝聚力量，攻堅克難，換得家園安寧。

### Case: Shangyu Longshan Guandi and the owners jointly fight against the flood

On 26 July 2021, under the influence of continuous heavy rainfall and upstream flood discharge, water from the river channel outside the community was flooded in the basement of Building 38 of Longshan Guandi in Shangyu, Shaoxing. The project director immediately went to understand the dangerous situation, activated the emergency plan according to the on-site situation, arranged engineering personnel and order maintainers to increase drainage, notified the owners to transfer their valuables on the ground floor of the residence, and reported the event to the owners committee, real estate company, community street office and companies in the area. All parties actively dispatched people to aid the flood fight.

The Group organized a total of more than 150 people, including project property service personnel, area property service personnel, community street service personnel, and helpful owners, participated in this flood fight. They had worked together for 15 hours without a break to stack the sandbags at the entry to the basement to a height of 2.1 meters, finally successfully ensuring the property safety of the community and the owners.

The Group insists on strengthening the bottom-line thinking and protects the safety of the owners resolutely. In the face of extreme weather, everyone worked together and overcame difficulties to ensure the safety of their houses.

# 環境、社會及管治報告 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



上虞龍山觀邸與業主共同保衛地庫安全

## Shangyu Longshan Guandi and the owners jointly safeguarded the basement

就慢性實體風險而言，受全球變暖影響，一方面可能會增加本集團在管物業項目的運營成本，另一方面隨著全社會對節能減排的呼聲日益高漲，本集團預見這將促使本集團不斷將更多的綠色低碳發展理念措施融入到本集團日常的經營管理中去。通過合理安排綠化保養、加強室外管網維護等手段降低氣候變化帶來的維護成本升高的風險。

In terms of chronic Physical Risks, due to the impact of global warming, on the one hand, the operating costs of the property projects under management of the Group may increase. On the other hand, with the increasing calls for energy conservation and emission reduction in the whole society, the Group foresees that this will prompt us to continuously integrate more green and low-carbon development concepts and measures into the Group's daily operating management. We will reduce the risk of rising maintenance costs brought about by climate change through reasonable arrangements for greening and maintenance and strengthening outdoor pipe network maintenance.

本集團將節能減排置於日常業務運營活動的重要位置，協同有效的規範管理措施及監督機制，切實降低能耗，充分應對慢性實體風險，並期望降低風險發生概率及影響程度。

就轉型風險而言，本集團將持續關注氣候變化對本集團業務的影響，充分響應政策要求，並進一步完善戰略制定、風險管理、指標和目標識別與管理，攜手各界一起應對氣候變化，實現共同的可持續發展。

The Group put much emphasis on energy conservation and emission reduction in its daily business operations, adopts effective standardized management measures and supervision mechanisms to effectively reduce energy consumption, fully respond to chronic Physical Risks, and expects to reduce the probability and impact of risks.

In terms of Transition Risks, the Group will continue to pay attention to the impact of climate change on the Group's business, fully meet the requirements of policies, and further improve strategy formulation, risk management, indicator and target identification and management, and work with all sectors of society to address climate change and achieve common sustainable development.

## 4 社會責任

本集團作為物業服務的提供商，一直向社會提供長期、穩定的就業崗位，為社會解決了大量就業問題，僱傭關係良好；此外，自行政區劃的末梢不再延伸到社區範圍後，社區物業便承擔起治安維護的重要責任，本集團以社區的安全、穩定、和諧、幸福為目標，致力為維護社會穩定做出我們的一份貢獻。

### 4.1 僱傭

本集團制定了標準化的招聘流程，給予員工合理的薪酬待遇，無歧視的工作氛圍和公平、公正的晉升機會，為不同員工提供多樣化的培訓滿足多元發展需求，根據其績效、貢獻給予相應的認可和獎勵，在助力員工成長的同時，為企業未來的發展奠定穩健的人才基礎。

## 4 SOCIAL RESPONSIBILITY

As a property service provider, the Group has been providing long term and stable job vacancies to the society which satisfies massive employment demands and maintains good relationship with its employees. In addition, as administrative division does not extend to the scope of communities, community properties bear the responsibility of security maintenance. With an aim to achieve safety, stability, harmony and happiness within the community, the Group is committed to maintaining social stability.

### 4.1 Employment

The Group has formulated a standardized recruitment process that ensures that employees will be provided reasonable remuneration, a non-discriminatory working atmosphere, fair and just promotion opportunities, and various training opportunities that meet their needs for diversified development. This process also ensures that employees will be given recognition and incentives based on their performance. When we help our employees with their career development, we are also laying a solid foundation for the future development of the enterprise.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 僱傭平等，廣納賢才

本集團始終秉持「公平競爭、公開選拔、健康有序」的招聘原則，開放勞動力市場招聘會、網絡招聘、校園招聘等多種渠道廣納賢士。本集團積極推進校企合作，推行管理培訓生計劃，給予優秀在校學生實習機會，並為表現突出者提供留用機會。

- 校園招聘：「雛鷹計劃」，未來可期

「雛鷹計劃」是本集團培養大學生的成長計劃，是本公司戰略人才儲備的重要組成部分。本集團根據業務種類將校招崗位分為「項目管理」和「專業管理」兩類，對物業管理、工程技術、綠化園林、體育教育以及人力資源等多專業學生人才進行廣泛招聘。

線上宣傳：2021年，本集團開通微信公眾號和視頻號，發佈校招系列推文，向在校學生們進行工作環境介紹，並邀請往屆學長學姐分享培訓心得，提供校招面試攻略等。

線下宣講：2021年，本集團前往多省市進行校園宣講活動，包括校園招聘會及線下雙選會等，並在學校網站發佈招聘信息，樹立僱主品牌形象。

### Fair and equal talent recruitment

The Group adheres to the recruitment principle of fair competition and conducts open selections in an orderly manner. The Group recruits employees through various channels such as labor market fairs, online recruitment, campus recruitment, and others. The Group actively promotes cooperation between schools and enterprises, implement trainee management plans, give outstanding students internship opportunities, and provide retention opportunities for those with outstanding performance.

- Campus recruitment: “Chuying Program, promising future

“Chuying Program” is a university students growth program by the Group and an important part of talent reserve strategy of the Company. The Group divided campus recruitment positions into two categories, “project management” and “professional management”, based on business categories and conducted extensive recruitment on students majoring in property management, engineering and technology, greening and gardening, physical education and human resources.

Online promotion: In 2021, the Group opened an official account and video account on WeChat and published campus recruitment posts to introduce our working environment to students. We also invited alumni and alumnae to share their thoughts on training and tips on campus recruitment interview.

Offline talks: In 2021, the Group held campus talks in a number of provinces and cities, including campus recruitment fair and offline job interviews, and published recruitment information on school websites to establish a brand image as employer.



- 校企聯合：適時招錄實習生，安排相關崗位進行正式入職前培養與留用考核，明確實習生選用育留標準，提升實習生入職規範，與相關學校建立合作聯繫，滿足業務快速發展及人才儲備需要。
- University-enterprise cooperation: We recruit interns in a timely manner, arrange formal pre-employment training and retention assessment for interns for relevant posts, clarify the selection and retention standards of interns, improve the entry standards of interns, and establish cooperative relationship with relevant colleges and universities to meet the needs of rapid business development and talent reserve of the Group.
- 社會招聘：面向市場上優秀人才，為本集團持續輸入先進技術或管理理念，提升整體的人才競爭力。
- Social recruitment: We recruit outstanding talents in the market, continue to input advanced technology or management concepts into the Group to enhance the overall competitiveness of our talents.
- 內部推薦：鼓勵本公司全員參與招聘，為本公司吸引更多的優秀人才。
- Internal recommendation: We encourage all employees of the Company to participate in recruitment and attract more outstanding talents for the Company.

2021年度，本集團在管項目數量從133個上漲至196個，對僱員的需求不斷增加，故為社會勞動力就業提供了大量的崗位和機會。截至本報告期末，本集團在冊職工人數達7,225人(2020年：5,507人)。

In 2021, the number of projects under our management increased from 133 to 196, and our demand for employees increase significantly, which offers great employment opportunities to the society. As of the end of the Reporting Period, the Group had a total of 7,225 employees (2020: 5,507).

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本集團為職工發展規劃了清晰的晉升路徑，設置了在同等條件下，內部人員優先晉升機制，為員工在本集團內部發展提供保障。本報告年度，本集團內部共提拔中層人員96名人員(2020年：16名)，佔新晉中層人員總數75% (2020年：39%)。本集團通過為各部門基層員工提供平等的晉升可能，以激勵其不斷成長和超越，為本集團的發展貢獻更大的力量。

本集團在薪資水平等方面積極對標行業水平，針對落後於其他企業的方面，本集團會努力提升至其中位值，以增加企業的人才吸引力。未來，本集團將繼續明確崗位要求，招聘合適人員，落實崗位帶教，計劃降低下一年度的流失率。

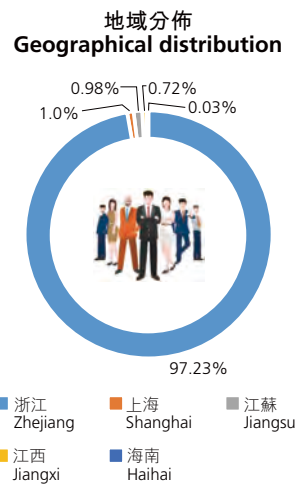
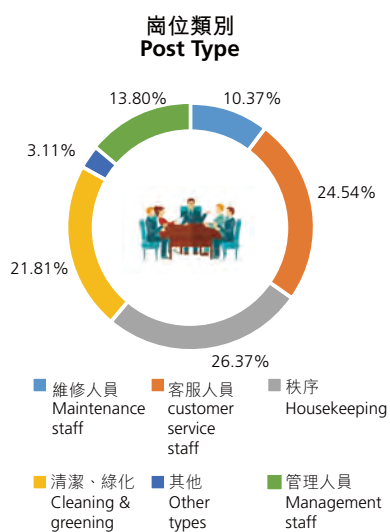
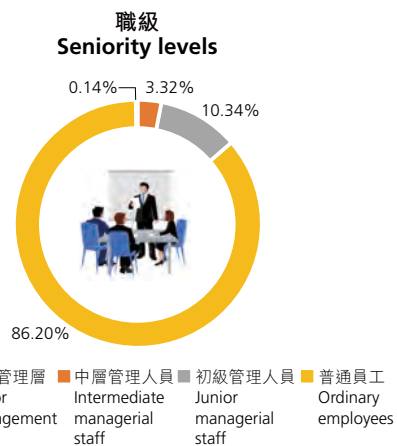
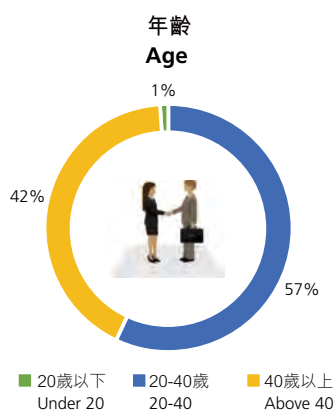
The Group has a planned and clear promotion path for employees. We have a prioritized promotion mechanism for internal personnel under the same conditions to provide guarantee for the development of employees within the Group. In the reporting year, a total of 96 mid-level staff members (2020: 16) were promoted within the Group, accounting for 75% of the total number of new mid-level staff members (2020: 39%). The Group provides equal promotion opportunities for junior staff in various divisions to encourage them to grow and surpass themselves, and to contribute more to the development of the Group.

The Group strives to make our remuneration in line with prevailing industry rate. For the aspects in which we lag behind other enterprises, the Group will strive to improve to the average level to increase the attraction for talents for the Group. In the future, the Group will further specify our position requirements to recruit suitable staff and provide on-the-job trainings to reduce turnover rate of the coming year.

本集團在人力資源管理過程中嚴格按照《中華人民共和國勞動法》《中華人民共和國勞動合同法》等國家相關法律法規規定，制定標準工時制度，對於超過標準工時的勞動合理計算加班薪酬和補貼；遵循法定節假日規定，安排員工休假，對於保安員、保潔員等必須有人在崗的特殊崗位，合理協調相關員工進行調休，無法調休時按規定計算加班薪酬；對於員工辭退情況，遵循《中華人民共和國勞動合同法》規定依據工作年限進行賠償，根據實際情況給予一定的人道主義補償，切實保障員工權益。

In the process of managing human resource, the Group formulates standard working-hour systems in strict accordance with the relevant provisions of the Labor Law of the People's Republic of China and the Labor Contract Law of the People's Republic of China. We provide reasonable overtime pay and subsidies for overtime hours. We follow the regulations on statutory holidays and arrange employees to take vacations. For employees who must remain on duty, such as guards, cleaners and other special positions, we provide rest days or overtime payment. When an employee resigns, the Group pays compensation according to the Labor Contract Law of the People's Republic of China, as well as certain humanitarian compensation according to the actual situation. These measures effectively protect the rights and interests of employees.

# 環境、社會及管治報告 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT



### 多措並舉，真切關懷

本集團將員工視作最重要的財富，最大限度地給予員工關懷和幫助，讓員工在本集團內部工作的同時感覺到家一般的溫暖。我們結合員工的具體需要，從多方面為員工提供更好福利待遇，想員工之所想，急員工之所急，具體包括：午餐補貼、住宿福利、節日禮品、員工體檢、夏季防暑、重點幫扶、員工保險等，2021年度本集團為1,137名退休返聘的員工購買僱主責任險(2020年：813名)，為返聘員工的健康和安全提供保障。

本集團定期回顧上述福利制度與職員需求，確保多措並舉、多策並行，切實讓員工感受到了企業的關懷和溫暖，有效緩解了大環境下物業服務行業員工流失的問題。

### Employee benefits

The Group considers its employees to be its most important asset and strives to give them maximum and meticulous care. We try to make it so that they feel they are part of a warm family when they are working in the Group. According to the specific needs of our employees, we provide significant benefits for them in various ways. We care about what our employees think, and we are eager to meet their needs. We provide them with the following benefits: lunch allowance, accommodation, festival gifts, physical examinations, heatstroke prevention, targeted financial relief and employee insurance. In 2021, the Group bought employer liability insurance for 1,137 retired employees (2020: 813) who have been re-engaged by the Group in order to provide protection for their health and safety.

The Group reviewed the above welfare system and employee needs on a regular basis and ensured multiple measures and policies have been applied. These measures allowed the employees to feel the care and warmth of the Group, and effectively alleviated the problem of staff turnover in the property service industry under current environment.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本報告年度流失率統計如下，由於本集團所屬行業為物業服務，主要流失員工系一線安保與保潔等基層員工，對此本集團採取了如崗位標準工資調整，合理安排員工班次等措施，結合集團多項員工關懷與福利措施，相關流失率低於行業平均水平。

In the reporting year, the turnover rates are as follows. As the Group is in the property service industry, the main lost employees are security personnel and cleaners and other grassroots employees. In this regard, the Group has taken measures such as adjustment of standard wages for posts, reasonable arrangement of employee shifts, and taken a number of care and welfare measures for employees, so that the relevant turnover rate is lower than the average level in the industry.

僱員流失率/% Turnover rate/%	按性別劃分 By gender		按年齡組別劃分 By age			按地區劃分 By geographical location				
	男 Male	女 Female	<20歲 <20	20~40歲 20~40	>40歲 >40	浙江 Zhejiang	上海 Shanghai	江蘇 Jiangsu	江西 Jiangxi	海南 Hainan
2021	16.48	18.46	0.06	21.29	13.59	33.68	0.47	0.49	0.30	—
2020	18.38	3.15	0.02	0.02	2.52	4.96	0.14	0.00	0.00	—

#### 4.2 職業健康與安全

本集團高度重視職工健康與工作環境安全，在企業管理手冊中規定了環境安全運行控制程序和職業健康安全運行控制程序，並嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》和《用人單位勞動防護用品管理規範》等相關法律法規，力求為職工提供一個安全、健康、舒適的工作環境。

#### 4.2 Occupational Health and Safety

The Group attaches great importance to the health of employees and the safety of the working environment. We have stipulated control procedures for environmental safety operations and occupational health and safety operations in the enterprise management manual. The Group strictly abides by relevant laws and regulations such as the Work Safety Law of the People's Republic of China, the Law of the People's Republic of China on Prevention and Control of Occupational Diseases, and the Norms for the Management of Labor Protective Articles for Employers, so as to provide employees with a safe, healthy and comfortable working environment.

### 硬件保障，落實到位

綜合管理部定期對安全防護用品進行採購，所購產品必須具有國家檢測機構頒發的產品安全合格鑒定標識，不合格品不得購進。對於公共防護用品落實到專人保管，確保緊急情況發生時各服務中心能夠及時、有效地做出應對。在本報告期間，本集團購買安全防護相關費用累計達到人民幣202.84萬元。

### 職業安全，健康為本

身體健康與人身安全是人們追求美好生活的基礎保障。本集團堅持以人為本，重視職員的身體健康，除為員工提供定期身體健康檢查外，綜合管理部對全體職工建立健康檔案，協同各部門依據《國家職業衛生防護法》對疾病進行識別和防治工作，確保相關疾病早發現、早治療。

本集團職業健康安全管理体系建設已初具成效，且該體系經 GB/T45001-2020 idt ISO45001:2018、GB/T28001-2011 idt OHSAS 18001:2007 認證標準認證。

### Protective gears

The Comprehensive Management Division purchases safety protection equipment regularly, and the purchased products are required to be designated with the product safety qualification identification mark issued by the national testing institution. The division is not allowed to buy unqualified products. Public protective equipment is kept in special custody to ensure that each service center can respond effectively and in a timely manner in the event of an emergency. During the reporting period, the cumulative cost of purchasing safety protection equipment of the Group reached RMB2,028,400.

### Occupational health system for employees' health

Physical health and personal safety are the basic guarantees necessary for people to pursue a better life. The Group adheres to this people-oriented idea and attaches importance to the health of its employees. In addition to providing regular physical examinations to employees, the Comprehensive Management Division establishes health records for all staff and workers, and cooperates with other divisions to identify, prevent and treat diseases in accordance with the Law on Prevention and Control of Occupational Diseases of the People's Republic of China, so as to ensure early diagnosis and treatment of any potential diseases.

The construction of the Group's occupational health and safety management system has achieved its initial results, and the system has been certified by the GB/T45001-2020 idt ISO45001:2018 and GB/T28001-2011 idt OHSAS 18001:2007 authentication standard.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2019至2021年，本集團有1人因自身突發疾病在工作期間亡故，2021年達級工傷情況如下：

From 2019 to 2021, one person of the Group died during work due to sudden illness. The work-related injuries up to the grade in 2021 are as follows:

		2021
達級工傷人數(單位：人)	Number of work-related injuries up to the grade (unit: number)	2
達級工傷損失工作日數	Lost days due to work injury up to the grade	187

為進一步加強本集團安全管理，提高員工安全意識，保障本集團財產和職工生命安全，本集團定期組織員工接受安全教育。2021年，本集團員工安全教育培訓累計時長達5,621小時，參訓總人數為5,486人，其中，男性員工受訓比例為95%，女性員工參訓比例為56%，培訓情況如下：

In order to further strengthen the safety management of the Group, raise the safety awareness of employees, and ensure the safety of the Group's property and employees' lives, the Group organizes employees to receive safety education on a regular basis. In 2021, the Group's employees had attended safety education and training for a total of 5,621 hours, with a total of 5,486 participants. 95% male employees and 56% female employees had attended the safety education and training. The specific data is as follows:

安全教育類型	Safety education and training category	參訓人數 Participants	人均受訓時長 (單位：小時) Average training time (unit: hours)
交通安全培訓	Traffic Safety Training	4,831	1
消防用電安全培訓	Fire and Electricity Safety Training	114	1.5
消防安全管理培訓	Fire Safety Management Training	78	2
其他類安全培訓	Other types of safety training	463	1



2021年，本集團全面加強落實常態化疫情防控措施，小區、大廈門崗對外來人員加大防控力度，查看健康碼、配合測溫；保潔人員按標準對使用頻率較高的電梯、單元門禁、E郵櫃、地下車庫、兒童遊樂場所等公共區域定時消毒；此外，管家積極對業主宣傳防疫知識，提高業主自我防護意識。員工戴口罩上崗，上崗前查看健康碼，加強手消毒落實。

本集團嚴格遵守各服務中心當地政府部門疫情監管要求，2021年疫情期間特發《關於處理新冠疫情期間期間考勤等相關事項的通知》，規範各部門對於員工因疫情隔離等突發情況的薪酬保障工作，並根據實際需求對部分員工發放疫情津貼，2021年累計發放人民幣86,150元。

In 2021, the Group comprehensively strengthened the implementation of normalized epidemic prevention and control measures. Relevant personnel in residential areas and buildings under the management of the Group had stepped up efforts to prevent and control the epidemic spreading from outsiders, checking their health codes, and measuring their body temperature. Cleaners regularly disinfect public areas such as elevators, unit access control, E mailboxes, underground garages, and children's playgrounds that are frequently used according to the standards of the Group. In addition, the housekeeper actively promoted the knowledge of epidemic prevention to the owners and improved the self-protection awareness of the owners. Employees wore masks while working, checked their own health code before working, and disinfected their hands.

The Group strictly complies with the epidemic control requirements of the local government departments in places where each service center is located. In 2021 when the epidemic was still spreading, the Group issued the Notice on Handling Attendance and Other Related Matters during the Period of Preventing and Controlling the COVID-19 to make sure that various departments could guarantee the salary of employees in emergencies such as being isolated due to the epidemic, and paid some employees epidemic-control allowance according to actual needs. In 2021, the Group has paid a total of RMB86,150 of epidemic-control allowances.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 4.3 職工培訓與發展

現代企業的競爭是「人才」的競爭，隨著知識和技術的更新速度加快，企業需要不斷創新和引進新技術和新理念，這就要不斷地對員工進行培訓。通過培訓可以增強員工對企業決策的理解和執行能力，使員工掌握企業的管理理念和先進的管理方法，不斷提高自身素質，不斷提高企業的市場競爭力。

本集團制定了《員工培訓管理規定》對員工培訓進行規範，致力於完善員工培訓體系，為員工制定專屬發展路徑，激發員工潛能、助力員工成長；制定的《人才梯隊培養方案》旨在進一步加大人才培養力度，致力於儲備優秀人才，謀求長遠發展。

#### 梯隊培養，攜手並進

本集團通過業務發展需求預測人才需求，在進行人才盤點後了解尚需從外部聘用的需求。2021年，本集團持續完善人才培養體系建設，為不同階段、不同崗位的員工根據其個人能力、性格及職業發展需求進行科學的培訓與測評，慎重選拔出梯隊人才庫，建立完善的人才梯隊培養機制。

### 4.3 Training and Development of Staff Members

Modern enterprises compete in terms of talents. As the advancement of knowledge and technology accelerate, enterprises are required to innovate continuously and introduce new technologies and philosophy through staff training. Staff training enhances the understanding of enterprise decision and executive ability of staff and enables our staff to familiarize with our management philosophy and advanced management approach. The advancement of our staff strengthens our competitiveness continuously.

The Group has implemented the Regulation for Training Management of Workers and Staff Members to regulate staff training. It is committed to improving the staff training system, formulating an exclusive development path for each employee, stimulating the potential of employees, and supporting their development. The Talent Echelon Development Plan aims to further facilitates the talent development efforts and helps the Group retain outstanding talents and achieve long-term development.

#### Talent echelon for career development

The Group anticipates talent demand based on its business development and identifies external engagement needs based on the status of human resources. In 2021, the Group continued to establish the talent training system, perform scientific training for and evaluation on staff at different stages and posts based on their capabilities, personalities and career development needs to select talents to form a talent echelon and establish a sound talent development mechanism.

### ➤ 啓航計劃

對於新入職的管家、工程、秩序和保潔等基層員工，本集團依據《新員工崗前培訓操作指引》為員工提供通用課程和崗位應知應會學習材料：

- 通用課程：企業文化、人力資源制度、禮儀禮節；
- 崗位應知應會材料：崗位介紹、崗位安全知識。

為幫助新員工快速掌握崗位所需技能，帶教師將根據《任務清單》對員工進行工作引導，由項目經理和帶教師共同根據《跟崗任務鑒定表》檢查核驗新員工掌握情況。

### ➤ *Set Sail Scheme*

For the newly recruited grass-roots employees such as butlers, engineering personnel, housekeeping personnel and cleaners, the Group provides them with general courses and training materials required for specific posts in accordance with the Operation Guidelines for New Employee Pre-job Training:

- general courses: corporate culture, human resources system, and etiquette;
- training materials required for specific posts: post introduction, post safety knowledge.

In order to help new employees quickly master the skills required for posts, their instructors will guide them according to the Task List. The project managers and the instructors will jointly check and review whether the new employees have mastered the required skills according to the Appraisal Form for Employees in Performing Tasks.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### ➤ 領航計劃

- 主管訓練營

對於新晉主管，本集團根據其能力模型設計培養方案，做到訓戰結合，系統賦能，持續建立好人才蓄水池。結合線下課堂集訓，線上平台自主學習，並根據崗位需求製作任務清單，以提升其業務和管理雙能力。

- 項目經理訓練營

對於新晉項目經理，本集團結合集團戰略發展和組織人才梯隊建設的需求，將培訓方向聚焦於認知革新、凝聚組織、能力提升三大類別，開發了12門針對性培訓課程，制定多元化、長效性、具備導師輔導內部造血賦能的培訓方案。

### ➤ Navigator Scheme

- Management personnel training camp

For new management personnel, the Group designs training programs based on their competency models, provide systematic training as well as asking them to put what they have learned into practice, so as to continue to build a talent pool. We conduct offline training for management personnel, and let them learn independently on the online platform, and make task list for them according to job requirements to improve their business capability and management capability.

- Project Managers Training Camp

For new project managers, according to the needs of the Group's strategic development and the establishment of a talent echelon, the Group focuses our training on three aspects: changing cognition, teamwork, and ability improvement. We have developed 12 targeted training courses, and formulated diversified and long-term training programs with mentor providing guidance and these programs help the Company to develop talents from within.

### ➤ 雛鷹計劃

本集團深知校招人才的培養對於業務質量與項目管理提升的意義重大，因此持續推進對於管培生項目的制度完善與流程優化工作，包括認證考核、脫產培訓、導師帶教等。2021年，本集團在職管培生人數為20人，其中5人晉升至主管，4人晉升為領班，成為本集團優秀的人才儲備力量。

2021年，本集團舉辦了管培生世界咖啡研討會，通過世界咖啡形式，讓管培生分別從團隊合作、業務提升、自我學習和建言獻策四個方向，針對研討議題，結合工作實際展開充分討論，鼓勵他們通過團隊智慧輸出討論成果，為本公司的發展提出合理化建議。

### ➤ *Chuying Program*

The Group is well aware that the cultivation of talents recruited from universities is of great significance to the improvement of business quality and project management. Therefore, we continue to improve the management trainee projects system and optimize related processes, including certification assessment, off-the-job training, and mentoring. In 2021, the Group had 20 on-the-job management trainees, of which 5 had been promoted to management and 4 had been promoted to leaders, so that they have become outstanding reserve talents of the Group.

In 2021, the Group held the Management Trainee World Coffee Symposium. Through the World Coffee Symposium, we asked the management trainees to fully discuss the topic of the symposium, from the four aspects of teamwork, business improvement, self-learning and suggestions, and according to their actual work. We encourage them to output the discussion results by pooling the wisdom of the team, to put forward reasonable suggestions for the development of the Company.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 豐富培訓，定向提升

- **線下培訓**  
為有效幫助員工豐富職業技能，拓展職業能力，培養高水平的職業道德和職業行為，本集團針對不同梯隊人才推出了多類型線下培訓項目，並組織專業培訓講師進行授課。本集團相關部門會在授課前對培訓講師進行認定評審，授課後學員會對授課質量進行打分，以保證培訓質量和效果。

2021年，本集團提供的線下培訓情況如下：

### Providing different types of training to help employees improve their skills

- **Offline training**  
In order to effectively help employees to enrich their professional skills, expand their professional abilities, and cultivate high-level professional ethics and behaviours, the Group has launched various types of offline training programs for talents at different levels, and organized professional training lecturers to give lectures. The relevant departments of the Group conducts qualification assessment on lecturers before the training courses. After the lecture, the trainees will rate on the quality of the training courses to ensure their quality and effectiveness.

In 2021, the offline training provided by the Group is as follows:

培訓項目	Training programs	2021		2020	
		培訓人次 Number of participants	培訓學時 (單位：小時) Training hours (unit: hours)	培訓人次 Number of participants	培訓學時 (單位：小時) Training hours (unit: hours)
入職培訓	Orientation training	4,546	4,717	5,061	5,061
職業技能培訓	Vocational skills training	9,749	49,449	1,196	24,272
專業資質培訓	Professional qualification training	746	11,274	61	744
經驗學習	Learning from peers	208	2,014	62	496
法務培訓	Legal training	74	222	7	7
總計	Total	15,323	67,676	6,380	30,573

➤ 線上培訓

2021年，為進一步打造學習型組織氛圍，打通人才發展路徑，本集團開發了「濱江學堂」線上培訓平台，內容包含標準化課件、學習成果追蹤及學習地圖等，讓員工實現自助式學習。

截至報告期末，線上學習中心課程按照學習對象、學習階段進行分類，共計分享48門課程和資料，具體如下包括：新人啟航營、專業遠航營、主管領航營、職業工具箱。

通過引入線上學習平台，有效提高了員工培訓與集團運營效率，進一步滿足公司快速發展對於人才的培養需求。

按性別和層級劃分培訓時間比例，如下表所示：

➤ Online training

In 2021, in order to further create a learning atmosphere in the Group and set up the development path for talents, the Group has developed the “Binjiang Academy”, an online training platform, which includes standardized courseware, learning results tracking and learning maps, etc., so that employees can learn by themselves.

As at the end of the reporting period, the courses of the online learning center were classified according to the types of learners and their learning progress. We shared a total of 48 courses and related materials, including: newcomers set sail camp, professional voyager camp, management navigator camp, and career toolbox.

Through the introduction of the online learning platform, we have effectively improved the efficiency of employee training and operations of the Group, and further met the Group’s talent training needs in the process of rapid development.

The percentage of training hours by gender and level is shown in the following table:

		2021年期末 (人)	佔期末對應 人數百分比 Percentage of the corresponding number at the end of the period	平均受訓 時長(小時) Average training hours (hours)
		End of 2021 (number)		
受訓男性員工	Male trainee	3,725	100%	11.87
受訓女性員工	Female trainee	3,500	100%	6.70
受訓非管理層	Trained non-management	6,354	100%	9.37
受訓管理層	Trained management	871	100%	14.20

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 4.4 勞工權益

#### 合法合規，保障權益

本集團均嚴格按照《中華人民共和國勞動法》《中華人民共和國勞動合同法》及《中華人民共和國社會保險法》等國家相關法律法規，保障員工合法權益，按時足額發放員工薪酬、繳納社會保險和住房公積金。截至本報告期末，集團內部除返聘員工，「五險一金」已實現全面覆蓋。

本集團重視員工的溝通和關懷，為員工創造平等、尊重、融洽的工作環境，保持公司內部和諧、共同進步的工作氛圍，積極聆聽員工寶貴意見並做出改善，不斷提升員工的歸屬感和滿意度。

### 4.4 Staff Rights and Interests

#### Laws and protection of staff's rights and interests

In strict accordance with the relevant laws and regulations of the People's Republic of China, such as the Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China and the Social Insurance Law of the People's Republic of China, the Group protects the lawful rights and interests of their employees. The Group and its subsidiaries pay salaries on time without any arrears and pay social insurance premiums and housing fund for employees. As of the end of the Reporting Period, our social insurance and housing fund fully covered all employees except for those who have retired but were recruited again by the Group or its subsidiaries.

The Group attaches great importance to the communication among employees, care much about them, and creates an equal, respectful and harmonious working environment for them. We maintain a atmosphere of harmony and common progress within the Company, listen carefully to employees' valuable opinions and make improvements according to the opinions, and continuously improve employees' sense of belonging and satisfaction.



## 環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2021年，本集團對一線員工、基層管理者和中層人員共3,977位員工進行了滿意度調查，從團隊管理滿意度、個人敬業度和公司認同度三個維度獲取員工的反饋與建議，調查結果如下：

In 2021, the Group conducted a satisfaction survey on a total of 3,977 front-line employees, grass-roots managers and middle-level employees. We obtained feedback and suggestions of employees from the three aspects, namely, satisfaction with team management, personal engagement and recognition of the Company. The survey results are as follows:

調研維度 Survey content	細項 Details of Survey	平均得分 Average Score
團隊管理 Satisfaction with team management	對團隊滿意度 Satisfaction with team	93.9
	對上級領導 Satisfaction with superiors	94.4
公司認同度 Recognition of the Company	對公司意見和建議 Comments and suggestions on the Company	91.2
個人敬業度 Personal engagement	員工對個人工作評估 Employees' evaluation on their own work	90.6

未來，本集團將持續拓寬員工溝通渠道，完善員工權益保障體系建設，繼續關注員工在工作與生活中的需求與反饋。

In the future, the Group will continue to broaden the communication channels for employees, improve the establishment of the employee rights protection system, and continue to pay attention to the needs and feedback of employees in work and life.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 自由就業，禁用童工

青少年兒童是國家未來的希望，他們的健康成長需要全國各界人士的共同保護。本集團根據國家《未成年人保護法》《禁止使用童工規定》等法律法規，明確杜絕聘用年齡未滿18周歲者，並在招聘過程中進行嚴格的審查，以避免誤用童工。本集團人力資源部不定期抽查用工情況，如有發現童工使用，將追究內部有關人員責任，並向監管部門報告。

本集團充分尊重員工的就業自由，於僱傭期間內，不存在扣留員工有效證件、收取押金、強迫勞動或拖欠勞動報酬等行為。本集團也在內部構建了監督機制，以確保無違規違法情況發生。

於本報告期內，本集團未發生童工僱傭或強制勞工的事件。

### 4.5 供應鏈管理

本集團對物資採購、服務外包的供方選擇嚴格把控，通過採購控制程序對供方選擇、採購流程、採購產品服務驗證做出明確規定，同時通過良好的溝通不斷鞏固和拓展與供方的合作夥伴關係，穩定供應渠道，保證供貨質量。

### Prohibition of forced labor and child labor

Young children represent the future of the country, and their healthy growth must be protected in all walks of life throughout the country. In accordance with the relevant laws and regulations of the People's Republic of China, such as the Law of the People's Republic of China on the Protection of Minors and the Provisions on the Prohibition of Child Labor, the Group and its subsidiaries explicitly prohibit the employment of persons under the age of 18 and conduct strict examinations in the recruitment process so as to avoid the employment of underage individuals. The human resources department of the Group conducts random checks on the employment situation from time to time. If child labor is found, the relevant internal personnel will be held accountable and reported to the regulatory authorities.

The Group fully respects the freedom of its employees and does not conduct any improper activities, such as withholding their valid certificates, collecting deposits, engaging in forced labor or defaulting on remuneration during the period of employment. The Group has also set up an internal supervision mechanism to ensure that no breaching behavior will occur.

During the reporting period, the Group has no underage employment or forced labour occurred.

### 4.5 Supply Chain Management

The Group strictly controls the selection of suppliers for material procurement and service outsourcing, and its purchase control procedures have clearly specified rules for supplier selection, the procurement process, and verification of purchased products and suppliers' services. At the same time, through effective communication, we constantly consolidate and expand our partnerships with suppliers to stabilize supply channels and ensure the supply quality.

## 逐年考評，嚴格管理

品牌運營部和綜合管理部分別負責本集團用於物業服務的物資和外包服務採購。在選擇供應商時，區域業務部門首先將供應商向總部申報，由總部職能部門與區域業務部門共同成立採購調查組，對供應商進行評價和審核，形成《供方調查／評價表》後由總經理審批通過，列入《合格供方名錄》並進行相應採購。

為加強對供應商的管理和採購控制，採購委員會每年對供應商進行重新評估，對業績不佳或條件不達標的供應商予以更換，通過淘汰制度定期更新合格供應商清單，從貨物源頭保證採購質量。截至2021年度末共有100供應商納入集採範圍，較2020年度末82家增加22%。

本集團供應商分佈情況如下：

單位：家	Unit : Number	2021	2020
浙江省內	Within Zhejiang Province	95	82
浙江省外	Outside Zhejiang Province	5	0

## Annual evaluations for the procurement process

Our Brand Operations Division and Integrated Management Division are responsible respectively for the procurement of materials and outsourced services needed by the Group for property service operations. When selecting suppliers, the regional business units must first report to the general headquarters. Then, the procurement investigation team, which consists of the functional divisions of the headquarters and the regional business units, evaluates, examines and verifies the suppliers, and produces a Supplier Investigation/Evaluation Form. After this Form is approved by the general manager, the suppliers in the form will be included in the List of Qualified Suppliers.

In order to strengthen supplier management and procurement control, the Procurement Commission evaluates the suppliers each year to eliminate any underperformed or unqualified suppliers. The Commission also regularly updates the List of Qualified Suppliers to ensure procurement quality. As at the end of 2021, a total of 100 suppliers were included in the centralized procurement scope, an increase of 22% from 82 at the end of 2020.

The distribution of the Group's suppliers is as follows:

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 多維考量，綠色採購

本集團建立了多維度供應商評審機制，由集團總部牽頭，評審小組由財務人員、區域專員、副總裁、總裁共計30餘人組成，根據業務類型人數會有上下浮動。根據新增保潔外包、服務外包等不同類別，評審人員也將不同，以更具針對性和專業性。每家服務中心對應一家外包供應商，根據地域，進行方案最優化的調配。外包供應商將進行兩方培訓，即對方公司自身進行培訓和我方進行二次培訓，同時我方將為對方派來服務的人員購買保險。此外，每半年本集團對於下屬所有業務包括外包業務的工具安全性等方面進行檢查，持續一至兩個月，檢查人員主要由工程人員及抽調人員組成。

### Green procurement from various sources

The Group has established a multi-dimensional assessment system for our suppliers. The assessment team, headed by the headquarter of the Group, consists of over 30 members, including financial personnel, regional staff, vice president and president. The number of the assessment team members may vary depending on the business type. Assessment staff varies based on different types of business including new cleaning outsourcing and service outsourcing, and will be more specified and professional. Each service center corresponds to an outsourcing supplier and procurement proposals will be optimized based on regions. Outsourcing suppliers will be provided trainings from both parties, i.e., trainings offered by the supplier itself and trainings offered by us. At the same time, we will purchase insurance for the personnel sent by suppliers. In addition, we conduct inspections that last for one to two months on the safety of all tools of all businesses of the Group, including outsourcing business, biannually. Inspection staff mainly comprised of engineering staff and temporary staff.

## 環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本集團對供應商的環境和社會治理表現予以重視，在《供方調查／評價表》中，供應商的質量、環境、職業健康體系認證佔20分(滿分100分)，供應商包括企業形象、市場信譽、社會評價在內的企業信譽資質佔10分。對於社會、環境影響重大，需要重點予以關注的供應商，本集團通過以下方式施加影響：

- 通報本集團質量、環境、職業健康安全方針；
- 通報相關方環境和職業健康安全要求；
- 必要時提出書面要求，或在相關合同和協議中明確集團的環保、職業健康安全要求。

The Group attaches importance to the environmental and social governance performance of suppliers. In the Supplier Investigation/Evaluation Form, the quality, environment and occupational health system authentication of the supplier constitutes 20 points (out of 100 in total). The supplier's corporate image, market reputation and social evaluation accounts for 10 points. The Group pays special attention to suppliers that have a significant impact on society and the environment, and exerts influence on them in the following ways:

- The Group informs them of our management policy in relation to quality, the environment, and occupational health and safety.
- The Group informs them of our requirements regarding the environment and occupational health and safety.
- If necessary, the Group makes a written request to the supplier, or specifies our requirements for environmental protection, and occupational health and safety management in related contracts and agreements.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 4.6 產品責任

本集團一直以來秉承「業主第一、服務第一、品質第一」的企業宗旨，堅持「真誠、創新、完美、安全、健康、綠色」的質量方針，懷著真誠的心善待每一位客戶；運用科學、合理、先進的技術與理念為客戶提供優質的服務；本集團嚴格遵守國務院頒佈的《物業管理條例》，編製了集團內部《作業指導書》《濱江服務住宅小區服務標準》及《濱江服務標準化管理手冊》，最終要求每一個工作環節都能精益求精，服務恰如其分。

#### 五星品質，業界標杆

持續提高服務質量是本集團物業服務的初衷，本集團經過多年的實踐積累和創新突破，確立了以「三大價值服務體系」為核心內容的服務模式，分別是基於樓盤特色而提供的公共性服務，基於業戶需求而提供的個性化服務，基於物業作為投資產品而提供的物業資產管理服務。本集團所提供服務的核心價值在於為業主提供安全、舒適和溫馨的居住或辦公環境，同時最大限度追求業主房產的增值。為此，本集團對物業服務標準和質量嚴格控制，不斷推進通過ISO9001：2015認證標準認證的質量管理體系建設和發展，力求提供可靠出色的服務。

### 4.6 Product Liability

Based on the enterprise principle of “owner first, service first and quality first,” the Group’s quality policy focuses on “sincerity, innovation, perfection, safety, health and green development,” and treats every customer with sincerity. The Group uses scientific, reasonable and advanced technology and concepts to provide excellent services to customers. In strict accordance with the requirements of the Property Management Regulations issued by the State Council, the Group has compiled the Operational Instructions, Service Standards of Binjiang Property Residential Quarters and Standardized Management Manual of Binjiang Service, which requires that every work process must be improved with the ultimate goal of meeting owners’ needs.

#### Ensure five-star quality

Our Group’s aspiration of property service is to refine our service quality continuously. After years of practical experience and innovations, the Group has established three major service models with “three major value service systems” as its core content. These are, the community services based on the characteristics of the property, individualised service based on householder needs and property management service based on the property’s use as an investment product. The core value of our Group’s service is to provide owners with a safe, comfortable and warm living or office environment, while maximising the value of properties of owners. For this reason, the Group earnestly controls property service standards and quality, and ceaselessly promote the construction and development of the Quality Management System, which is certified by the ISO9001:2015 Authentication Standard. We strive to offer reliable and excellent services.

### 以點帶面，安全為首

本集團始終將業主的健康與安全放在重要的位置，保障業主的安全是物業服務的基本工作。本集團承諾為業主提供安全的住所，堅持安全檢查制度，定期對安全隱患進行逐項排查，確保所有安全問題在期限內實現100%整改，實現「業主有參與，政府有主管，物業有配合」。本報告年度，本集團在各住宅項目重點落實了以下工作：

### Focusing on key areas to ensure safety

As protecting the safety of owners is the fundamental duty of property service providers, the Group place great importance on the health and safety of owners. The Group promises to provide safe accommodations for owners, adhere to the safety inspection system, and regularly carry out item-by-item inspections for safety risks. The Group also promises to ensure that all safety hazards are rectified within the time limit in a manner that “involves the owners, puts the government in charge, and is coordinated by property management.” In the reporting year, the Group mainly focused on the following tasks in each residential project:

# 環境、社會及管治報告 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 1、 消防安全

本集團對消防安全管理工作採取「預防為主，防消結合」的方針，要求各服務中心每年至少組織1次消防演習，加強職工和住戶的消防防範意識和應急處理能力。同時，綜合管理部從每個服務中心抽派人員進行消防知識與技能培訓，成立義務消防隊，要求在發生火情時，義務消防隊在火警趕到前進行前期火源撲滅和人員疏散工作，最大限度降低緊急情況發生時的人身傷亡和財產損失。本集團還對各小區電瓶車上樓層情況進行排查和勸導，杜絕電瓶車上樓，從而避免電瓶易燃帶來的火災隱患。

## 1. Fire Safety

The Group adopts the policy of “focusing on fire prevention and managing fire safety through fire prevention and fire-fighting” for fire safety management, and requires each service center to organize fire drills at least once a year with the purpose of enhancing the fire prevention awareness and emergency response capacity of staff members and residents. In addition, the Overall Management Division provided firefighting knowledge and skills training to certain persons from each service center and set up voluntary fire brigades. The voluntary fire brigades are required to put out any fires and evacuate people before the arrival of the fire department, so as to minimize personal casualties and property loss. In order to eliminate fire accidents caused by battery flammability, the Group also checked battery motors placed at upper floors and required that the battery motors be moved to the ground floor.



濱江服務組織消防演習

**Binjiang Services organizes fire drills**



### 2、防疫工作

新冠疫情期間，物業服務企業作為基層社會治理的重要力量，物業服務人員化身逆行者，築起防疫的城牆。「疫情就是命令，防控就是責任。」這是習近平總書記提出的新冠疫情戰鬥口號。物業服務企業作為小區保障的中堅力量，疫情期間在為業營業主營造安全、放心的小區環境方面發揮著至關重要的作用。

基於對大型公共衛生事件的高度警覺和對小區安全的盡心負責，本集團管理層迅速成立專門領導小組，通過提前預判疫情發展形勢，統籌人員安排、物資採購，使防疫措施得到充分落實。本集團在疫情中的應急反應速度、專業化管理能力及人員物資調配能力均得到了業主和當地政府部門的廣泛認可和表揚，更受到人民日報、中央電視臺等國家和地方媒體的點贊。

### 2. Epidemic Prevention

During the outbreak of epidemic, property management service providers have been an essential force for basic social governance while property management service personnel shoulder the responsibilities for prevention of the spreading of the epidemic. “Go Where There Is Epidemic, Fight It till It Perishes” was a commitment of Xi Jinping, the general secretary of the Chinese Communist Party, to fight the epidemic. As the backbone for protecting community, property management service providers played an important role in ensuring the safety and security of community and living environment of property owners during the outbreak of the epidemic.

As the Group stayed alert on the large public health issue and assumed its responsibilities for community security, the management of the Group anticipated the development of the epidemic and took effective measures for prevention of the spreading of the epidemic by promptly establishing a task force to coordinate the deployment of staff and procurement of materials. Our prompt response, professional management and allocation of manpower and resources during the battle against the epidemic were highly recognized by property owners and local governments as well as the national and local media such as the People’s Daily and the CCTV, etc..

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 隱私保護，制度革新

本集團認為業主隱私的良好維護和管理是雙方建立長期信任和友好合作的關鍵。本集團嚴格遵守個人資料和隱私保護的相關法律法規，在《作業指導書》中做出明確規定，一方面要求物業服務人員入職時簽訂「保密協議」，對業主信息和相關資料嚴格保密，並要求在交付時對業主信息檔案進行密封保管；另一方面制定《信息系統、電腦、網絡使用管理規定》，對業主電子信息設置權限，查閱該信息需要各部門負責人審批，確保本集團網絡高效運行的同時，業主的電子信息資料受到有效保護。

### Renewal of the privacy protection policy

The Group believes that effective protection and management of owners' privacy is an essential factor in the establishment of long-term trust and friendly cooperation between owners and the property service provider. The Group strictly abides by relevant laws and regulations for the protection of personal data and privacy, and make clear provisions in the Operation Instructions. On the one hand, property service personnel are required to sign a "confidentiality agreement" when they start to work for us to strictly keep the owners' information and related materials confidential. The owner's informational files must be sealed and stored at the time when the house is delivered. On the other hand, we have formulated the Management Regulations for the Information System, Computers and Network. The Group also only allows electronic informational materials to be accessed by authorized users. Access to the information must first be examined and approved by the division head in order to ensure that the network runs efficiently and that electronic informational materials are effectively protected.

### 傾聽意見，力求突破

住戶滿意是我們成功的關鍵，本集團盡一切努力聽取住戶的聲音，以發現服務中存在的不足，積極尋求改進，不斷提高服務質量和住戶滿意度。本集團通過多種方式獲取住戶對物業服務的滿意度評估，將業主滿意度調研分為多個層次：集團年底綜合性調研、公司調研半年一次(抽樣)、電話詢問每月一次(抽樣)、業委會每季度溝通。通過多時段、多方面、多層次的調查數據，全面而具體地評估各服務中心工作質量和工作成果。本集團將每一次調研當作一次寶貴的溝通交流的機會，更多了解業主的真正需求；本集團將調研滿意度的年度結果進行縱向比較，找出更多的改善空間，挖掘服務需求。

2021年，本集團就客服服務、工程維修服務、秩序維護服務、保潔綠化服務、園區文化活動、投訴管理等問題向業主(辦公樓、住宅)展開了問卷調查，並獲取了業主們的高度認可。

### Seeking opinions for improvement

Our success depends on the satisfaction of householders. To uncover weak points in our services, the Group makes every effort to listen to the voices of householders in order to increase their satisfaction and improve our service quality. The Group performs owner satisfaction assessments with regard to property services in a variety of ways and conduct owner satisfaction surveys in several levels, namely a comprehensive survey conducted by the Group at the end of each year, an interim sample survey conducted by the Company, a monthly telephone sample survey and a quarterly communication with owners' committees. Through the multidimensional survey data we acquire, we perform overall and specific assessments on the work quality and achievements of each service center. The Group regards each survey as a valuable opportunity for communication to understand the actual needs of owners. The Group makes vertical comparison between results of annual satisfaction surveys, so as to improve our services and address the needs of owners.

In 2021, the Group launched a questionnaire survey to owners (office buildings, residences) on customer service, engineering maintenance services, order maintenance services, cleaning and greening services, park cultural activities, and complaint management, and received high recognition from the owners.

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### 4.7 反貪腐

#### 廉政建設，警鐘長鳴

商業活動中的不正當行為如貪污、受賄、行賄、勒索、洗黑錢等，或以犧牲本企業利益為前提，或違反公平交易原則、損害本企業的聲譽，都會嚴重擾亂企業的正常管理秩序。因此，本集團堅決反對並明令禁止這些不正當行為。

結合國家《反不正當競爭法》，本集團在作業指導書中對反貪腐控制流程進行了具體規定，並制定周全詳細的反貪腐制度，以無禁區、全覆蓋、零容忍的態勢執行這些制度，堅持宏觀規劃與企業實際相結合，堅持治標與治本相結合，堅持近期目標與長遠目標相結合，堅持繼承與創新相結合，加強本集團內部廉政和民主監督機制建設。

本集團還針對董事會成員及關鍵崗位管理人員進行反貪腐培訓反貪污、反洗錢相關培訓，明確利益衝突與貪污受賄行為後果，確保董事和員工熟悉和理解集團制定的預防貪污賄賂等腐敗行為的政策和程序，了解腐敗行為的代價。

### 4.7 Anti-Corruption Measures

#### Building honest operations and constantly guarding against corruption

Misconduct in commercial activities, such as embezzlement, bribery, extortion, money laundering, violating the enterprise's interests, violating the principle of fair trade or damaging the enterprise's reputation, will seriously disrupt the Group's normal management and operations. The Group therefore firmly opposes and expressly prohibits these types of misconducts.

In consideration of the Law of the People's Republic of China against Unfair Competition, the Group has put in place specific provisions for anti-corruption control processes in its operational instructions. The Group has also set up a comprehensive and detailed anticorruption system. To enhance the construction of a clean governance and democratic supervision mechanism inside the Group, we execute the system in a comprehensive manner. The system has a zero-tolerance policy, and the Group works to ensure the system has no blind spots. The anti-corruption system is based on macro planning, the enterprise's real circumstances, temporary and permanent goals, and short and long-term goals.

The Group also conducts anti-corruption and anti-money laundering training for the member of the Board and key management personnel, make sure they know the consequences of conflicts of interest and corruption and bribery, and ensure that directors and employees are familiar with and understand the policies and procedures formulated by the Group to prevent corruption and bribery, and understand the price of corruption.

### 完善體制，暢通言路

本集團於2017年8月審批建立了內部紀律監督檢查小組，任命王國義副總裁為組長。我們在集團總部和各服務中心設置監督舉報公示牌，提供舉報電話、郵箱和郵寄地址，確保集團內部任何處事不公、違規違紀行為都有開放的渠道進行有效反映。同時，集團內部推進改革和創新，完善企業資產監督管理體系，形成制度約束機制；完善公司法人治理結構，形成權力制衡機制；完善企業管理人員選聘制度，建立規範的用人機制，從源頭上防治腐敗行為的發生。

#### 舉報渠道：

- 反舞弊郵箱：fwb@hzbjwy.com

本報告期內，本集團未接獲與反貪污相關的投訴與舉報。

### An open reporting channel and improvements to the anti-corruption mechanism

In August 2017, the Group established an internal discipline supervision and inspection team, and appointed the Wang Guoyi, the vice president, as the team leader. The Group set up a supervision and report bulletin boards at the Group headquarters and service centers, and provided contact phone numbers, mailboxes and mailing addresses to ensure that any unfair actions or disciplinary violations within the Group can be effectively communicated through open channels. At the same time, the Group encourages reform and innovation and has sought to enhance the supervision and management of the enterprise's assets by establishing a restraint mechanism. We also enhanced the corporate governance structure to enable checks and balances. We work to improve the enterprise management personnel selection system, and we have established a standardized employment mechanism. In this way, we can prevent instances of corruption from the very start.

#### Reporting channel:

- Email of Anti-Corruption: fwb@hzbjwy.com

During the Reporting Period, the Group did not receive any complaint or report regarding anti-corruption.

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### 4.8 社區投資

本集團致力於打造企業和社區的和諧共融關係，在日常運營管理中考慮社區利益，滿足住戶需求，積極舉辦各類社區活動，為住戶營造歸屬感的同時，也在更高層面上追求集團社會效益的實現。

#### 情繫民生，振興鄉村

為堅持「民生優先、互惠互利、合作共贏、共同發展」的幫扶原則，本集團採取了資源傾斜、項目支撐、建立機制等措施，加強了與貧困鄉村的合作交流，帶動了鄉村的綜合實力躍上新台阶。報告期內，本集團與四川省柯拉鄉益因村簽訂了幫扶協議，捐贈人民幣10萬元作為幫扶基金，為西藏援助學校發起了捐書倡議充分發動愛心業主及員工捐出939本書籍。本年度本集團響應政府號召，定向幫扶貧困地區，積極參與捐款活動。同時本集團員工積極參與消費扶貧，購買扶貧地區農產品。2021年本集團為凱旋街道成立的「共富基金」捐助人民幣30萬元，用於屬地人員創業及基本生活保障，彰顯企業擔當。

### 4.8 Investment in our Communities

The Group is committed to building a harmonious and inclusive relationship between the enterprise and communities. In daily operational management, the Group takes into consideration the community's interests and the needs of residents and actively organizes various kinds of community activities. While cultivating a sense of belonging for residents, we also seek to realize social corporate benefits at a higher level.

#### Pay attention to people's livelihood and revitalize the countryside

In order to adhere to the assistance principle of "people's livelihood first, mutual benefit, win-win cooperation, and common development", the Group has adopted measures such as allocating more resources to impoverished villages, providing support for projects, and establishing mechanisms, to strengthen cooperation and exchanges with impoverished villages and make the comprehensive strength of villages to a new level. During the Reporting Period, the Group signed an assistance agreement with Yiyin Village, Kela Township, Sichuan Province, donating RMB100,000 to them as an assistance fund. The Group also launched a book donation initiative, fully mobilizing helpful owners and employees to donate 939 books to a school in Tibet. During the year, in response to the Government's call, the Group actively participated in charity donation activities for poverty-stricken areas. Employees also actively participated in poverty alleviation through the consumption and purchase of agricultural products in poverty-stricken areas. In 2021, the Group donated RMB300,000 to the "Common Wealth Fund" established by Kaixuan Street. The donation will be used to support entrepreneurship and basic social security for locals, reflecting the commitment of the Group in fulfilling its corporate responsibilities.

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### 服務便民，活動惠民

進入老齡化社會，物業需要多站在老人的立場，為居家養老的業主提供更多的便利。本集團一直堅守的惠民服務，開展了多項老年業主參與度較高、同時也相當受歡迎的活動。

報告期內，本集團共累計開展了惠民服務412場，覆蓋20,000餘人次。居家養老，本集團給老人多一份安心，也多一份愛心。



### Handyman services for home owners

As China has entered an aging society, property service providers need to care more about the elderly and provide more convenience for owners who have the elderly to take care of. The Group has been providing services for the benefit of the people, and has carried out a number of popular activities with high participation of senior owners.

During the Reporting Period, the Group has carried out a total of 412 service activities to benefit the people, covering more than 20,000 persons. In terms of home-based care for the aged, the Group provides the elderly with reassuring services and care.



濱江服務為居民提供社區便民、惠民服務活動

### Binjiang Service conducts community activities that serve and facilitate residents

在疫情防控期間，湘湖壹號服務中心、金色藍庭服務中心、萬家花城一期服務中心、上虞越瓏府服務中心等多個服務中心為社區中的老年居民提供了一系列便民服務，為老人在生活中排憂解難，提供了多項幫扶工作。

During the period of preventing and controlling epidemic, Xianghu No. 1 service center, and other service centers, including those in Jinse Lanting service center, Wanjia Huacheng Phase I service center, Shangyu Yuelongfu service center provided a series of convenient services for the elderly residents in the community, and provided assistance to help the elderly to solve their problems in life.

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 假日活動，形式多樣

在弘揚中國傳統文化的節日中，防控新冠疫情又增添了一層特殊使命，在歡度節日的情況下，我們仍然需要築起一道牢固的防疫線。本集團園區傳承節日的社區文化活動，既要讓業主過好節日，也要落實防疫措施，提醒業主戴好口罩、保持社交距離、分組進行，守護好業主健康。

2021年，本集團各項目的服務中心組織開展節假日社區文化活動共計591場，覆蓋超50,000人次。

### Holiday activities

In the holidays and festivals that promote traditional Chinese culture, we have a new special mission, namely the prevention and control of the COVID-19. When celebrating festivals, we still need to put great efforts to prevent and control the epidemic. When holding community cultural activities to celebrate festivals in the communities managed by the Group, we should not only ensure that owners can enjoy the festivals, but also take epidemic prevention measures, such as reminding owners to wear masks, maintain social distance, and participate in activities in groups to ensure their health.

In 2021, the service centers of the projects under the management of the Group held a total of 591 community cultural activities during holidays, with more than 50,000 participants.



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## ESG一般披露參考表

## REFERENCE FOR GENERAL INFORMATION DISCLOSURE FOR ESG

《環境、社會及管治報告指引》 Environmental, Social and Governance Reporting Guide		章節 Section
<b>主要範疇A. 環境</b> <b>Subject Area A. Environment</b>		
<b>層面A1: 排放物</b> <b>Aspect A1: Emissions</b>		
A1	一般披露 General Disclosure 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer. relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	3 環境保護 3 Environmental Protection
A1.1	排放物種類及相關排放數據。 The types of emissions and respective emissions data.	3.1 排放物 3.1 Emissions
A1.2	直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算) Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	3.1 排放物 3.1 Emissions
A1.3	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	註1 Note 1
A1.4	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	註1 Note 1
A1.5	描述所訂立的排放量目標及為達到這些目標所採取的步驟。 Description of emissions target(s) set and steps taken to achieve them.	3.1 排放物 3.1 Emissions
A1.6	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	3.2 資源使用 3.2 Use of Resources

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<b>層面A2：資源使用</b> <b>Aspect A2: Use of Resources</b>		
A2	一般披露 General Disclosure 有效使用資源(包括能源、水及其他原材料)的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	3.2 資源使用 3.2 Use of Resources
A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	3.2 資源使用 3.2 Use of Resources
A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	3.2 資源使用 3.2 Use of Resources
A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	3.2 資源使用 3.2 Use of Resources
A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	3.2 資源使用 3.2 Use of Resources
A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	註1 Note 1
<b>層面A3：環境及天然資源</b> <b>Aspect A3: The Environment and Natural Resources</b>		
A3	一般披露 General Disclosure 減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimising the issuer's significant impacts on the environment and natural resources.	3.3 環境及自然資源 3.3 Environment and Natural Resources
A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	3.3 環境及自然資源 3.3 Environment and Natural Resources
A4	一般披露 General Disclosure 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	3.4 應對氣候變化 3.4 Addressing Climate Changes
A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	3.4 應對氣候變化 3.4 Addressing Climate Changes

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<b>主要範疇B: 社會</b> <b>Subject Area B: Social</b>		
<b>僱傭及勞工常規</b> <b>Employment and Labour Practices</b>		
<b>層面B1: 僱傭</b> <b>Aspect B1: Employment</b>		
B1	一般披露 General Disclosure 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (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.	4.1 僱傭 4.1 Employment
B1.1	按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full-or parttime), age group and geographical region.	4.1 僱傭 4.1 Employment
B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	4.1 僱傭 4.1 Employment
<b>層面B2: 健康與安全</b> <b>Aspect B2: Health and Safety</b>		
B2	一般披露 General Disclosure 有關提供安全工作環境及保障僱員避免職業性危害的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (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.	4.2 職業健康與安全 4.2 Occupational Health and Safety
B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	4.2 職業健康與安全 4.2 Occupational Health and Safety

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

《環境、社會及管治報告指引》 Environmental, Social and Governance Reporting Guide		章節 Section
B2.2	因工傷損失工作日數。 Lost days due to work injury.	4.2 職業健康與安全 4.2 Occupational Health and Safety
B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	4.2 職業健康與安全 4.2 Occupational Health and Safety
<b>層面B3：發展及培訓</b> <b>Aspect B3: Development and Training</b>		
B3	一般披露 General Disclosure 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	4.3 職工培訓與發展 4.3 Training and Development of Staff Members
B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	4.3 職工培訓與發展 4.3 Training and Development of Staff Members
B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	4.3 職工培訓與發展 4.3 Training and Development of Staff Members

《環境、社會及管治報告指引》 Environmental, Social and Governance Reporting Guide		章節 Section
<b>層面 B4：勞工準則</b> <b>Aspect B4: Labour Standards</b>		
B4	<p>一般披露 General Disclosure</p> <p>有關防止童工或強制勞工的： Information on:</p> <p>(a) 政策；及 the policies; and</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。 compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.</p>	<p>4.4 勞工權益 4.4 Staff Rights and Interests</p>
B4.1	<p>描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.</p>	<p>4.4 勞工權益 4.4 Staff Rights and Interests</p>
B4.2	<p>描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.</p>	<p>4.4 勞工權益 4.4 Staff Rights and Interests</p>
<b>營運慣例</b> <b>Operating Practices</b>		
<b>層面 B5：供應鏈管理</b> <b>Aspect B5: Supply Chain Management</b>		
B5	<p>一般披露 General Disclosure</p> <p>管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.</p>	<p>4.5 供應鏈管理 4.5 Supply Chain Management</p>
B5.1	<p>按地區劃分的供貨商數目。 Number of suppliers by geographical region.</p>	<p>4.5 供應鏈管理 4.5 Supply Chain Management</p>
B5.2	<p>描述有關聘用供貨商的慣例，向其執行有關慣例的供貨商數目、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.</p>	<p>4.5 供應鏈管理 4.5 Supply Chain Management</p>
B5.3	<p>描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.</p>	<p>4.5 供應鏈管理 4.5 Supply Chain Management</p>
B5.4	<p>描述在揀選供貨商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.</p>	<p>4.5 供應鏈管理 4.5 Supply Chain Management</p>

# 環境、社會及管治報告

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

《環境、社會及管治報告指引》 Environmental, Social and Governance Reporting Guide		章節 Section
<b>層面B6：產品責任</b> <b>Aspect B6: Product Responsibility</b>		
B6	<p>一般披露 General Disclosure</p> <p>有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： Information on:</p> <p>(a) 政策；及 (a) the policies; and</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.</p>	<p>4.6 產品責任 4.6 Product Liability</p>
B6.1	<p>已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.</p>	<p>註2 Note 2</p>
B6.2	<p>接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.</p>	<p>4.6 產品責任 4.6 Product Liability</p>
B6.3	<p>描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.</p>	<p>註2 Note 2</p>
B6.4	<p>描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.</p>	<p>4.6 產品責任 4.6 Product Liability</p>
B6.5	<p>描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.</p>	<p>4.6 產品責任 4.6 Product Liability</p>
<b>層面B7：反貪污</b> <b>Aspect B7: Anti-corruption</b>		
B7	<p>一般披露 General Disclosure</p> <p>有關防止賄賂、勒索、欺詐及洗黑錢的： Information on:</p> <p>(a) 政策；及 (a) the policies; and</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.</p>	<p>4.7 反貪腐 4.7 Anti-Corruption Measures</p>
B7.1	<p>於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 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.</p>	<p>4.7 反貪腐 4.7 Anti-Corruption Measures</p>
B7.2	<p>描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.</p>	<p>4.7 反貪腐 4.7 Anti-Corruption Measures</p>

# 環境、社會及管治報告

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

《環境、社會及管治報告指引》 Environmental, Social and Governance Reporting Guide		章節 Section
B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	4.7 職工培訓與發展 4.3 Training and Development of Staff Members
<b>社區 Community</b>		
<b>層面 B8：社區投資 Aspect B8: Community Investment</b>		
B8	一般披露 General Disclosure 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	4.8 社區投資 4.7 Anti-Corruption Measures
B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	4.8 社區投資 4.8 Investment in our Communities
B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	4.8 社區投資 4.8 Investment in our Communities

註1：本集團的經營不涉及重工業生產，無有害廢棄物的排放和包裝材料的使用；無害廢棄物與在管項目業主的生活垃圾難以區分，排放量與在管項目的規模業主數量緊密，本報告年度未進行統計。

Note 1: The Group's operation does not involve heavy industrial production, and there is no discharge of hazardous waste and use of packaging materials. It is difficult to distinguish the non-hazardous waste from the domestic waste of the owners of the projects under management, and the amount of discharge is closely related to the number of owners of the scale of the projects under management. No statistics were made during the Reporting Year.

註2：本集團本報告期無相關情況，該指標不適用。

Note 2: The Group has no relevant situation during the reporting period, and this indicator is not applicable.

# 獨立核數師報告 INDEPENDENT AUDITOR'S REPORT



致濱江服務集團有限公司全體股東

(於開曼群島註冊成立之有限公司)

## 意見

吾等已審核第187頁至320頁所載濱江服務集團有限公司(「貴公司」)及其附屬公司(「貴集團」)的綜合財務報表，包括於2021年12月31日的綜合財務狀況表、截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註(包括重大會計政策概要)。

吾等認為，該等綜合財務報表已按照國際會計準則理事會(「國際會計準則理事會」)頒佈的國際財務報告準則(「國際財務報告準則」)真實而中肯地反映貴集團於2021年12月31日的綜合財務狀況及截至該日止年度的綜合財務表現和綜合現金流量，並已根據香港公司條例的披露規定妥為編製。

To the shareholders of Binjiang Service Group Co. Ltd.

(Incorporated in the Cayman Islands with limited liability)

## OPINION

We have audited the consolidated financial statements of Binjiang Service Group Co. Ltd. (“**the Company**”) and its subsidiaries (“**the Group**”) set out on pages 187 to 320, which comprise the consolidated statement of financial position as at 31 December 2021, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended and notes to the consolidated financial statements, including a summary of significant accounting policies.

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



# 獨立核數師報告

## INDEPENDENT AUDITOR'S REPORT

### 意見基準

吾等已根據香港會計師公會(「香港會計師公會」)頒佈的香港審核準則(「香港審核準則」)進行審核。吾等於該等準則項下的責任於本報告核數師就審核綜合財務報表須承擔的責任一節進一步闡述。根據香港會計師公會頒佈的專業會計師道德守則(「守則」)，連同開曼群島有關我們審核綜合財務報表的任何道德規定，吾等獨立於貴集團，並已遵循該等規定及守則履行其他道德責任。吾等相信，吾等所獲得的審核憑證能充足和適當地為吾等的意見提供基礎。

### 關鍵審核事項

關鍵審核事項是根據吾等的專業判斷，認為對本期綜合財務報表的審核最為重要的事項。該等事項是在對綜合財務報表整體進行審核並形成意見的背景下進行處理，吾等不對該等事項提供單獨的意見。

### BASIS FOR OPINION

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

### KEY AUDIT MATTERS

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

# 獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

## 關鍵審核事項(續)

### 非業主增值服務收入確認

參閱會計政策附註1(s)及綜合財務報表附註3。

## 關鍵審核事項

### The Key Audit Matter

截至2021年12月31日止年度，貴集團產生總收入人民幣1,398.9百萬元，包括物業管理服務、非業主增值服務及5S增值服務(前稱「業主增值服務」)的收入。其中，截至2021年12月31日止年度，非業主增值服務收入為人民幣419.5百萬元，較截至2020年12月31日止年度的人民幣312.0百萬元增加34%。

For the year ended 31 December 2021, the Group generated total revenue of RMB1,398.9 million which comprised revenue from property management services, value-added services to non-property owners and 5S value-added services (formerly named as "value-added services to property owners"). Among which, revenue from value-added services to non-property owners for the year ended 31 December 2021 totaled RMB419.5 million, increasing by 34% from RMB312.0 million for the year ended 31 December 2020.

## KEY AUDIT MATTERS (Continued)

### Revenue recognition of value-added services to non-property owners

Refer to accounting policy note 1(s) and note 3 to the consolidated financial statements.

## 吾等進行審核時如何處理事項

### How the matter was addressed in our audit

吾等評估非業主增值服務收入確認的審核程序包括下列各項：

Our audit procedures to assess revenue recognition of value-added services to non-property owners included the following:

- 瞭解及評估貴集團非業主增值服務收入確認之關鍵內部控制之設計、實施及運作成效；
- understanding and assessing the design, implementation and operating effectiveness of the key internal controls over the Group's revenue recognition of value-added services to non-property owners;
- 以抽樣方式檢查與客戶的服務合同，以瞭解及評估可能影響收入確認的條款及條件；
- inspecting service contracts with customers on a sample basis to understand and assess the terms and conditions therein which may affect the recognition of revenue;

# 獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

## 關鍵審核事項(續)

### 非業主增值服務收入確認(續)

參閱會計政策附註1(s)及綜合財務報表附註3。

## 關鍵審核事項

### The Key Audit Matter

貴集團非業主增值服務的收入主要來自杭州濱江房產集團股份有限公司(「濱江房產」)及其附屬公司及聯營公司以及本集團關聯方的交付前服務及諮詢服務。該等增值服務貢獻了貴集團毛利的重要部分。貴集團參考完全履行有關業績責任的進度按時間確認有關收入。

The Group's revenue from value-added services to non-property owners is mainly derived from pre-delivery services and consulting services to Hangzhou Binjiang Real Estate Group Co., Ltd. ("**Binjiang Real Estate**") and its subsidiaries and associates, related parties of the Group. These value-added services contribute a significant part of the Group's gross profit. The Group recognises such revenue over time by reference to the progress towards complete satisfaction of the relevant performance obligation.

## KEY AUDIT MATTERS (Continued)

### Revenue recognition of value-added services to non-property owners (Continued)

Refer to accounting policy note 1(s) and note 3 to the consolidated financial statements.

## 吾等進行審核時如何處理事項

### How the matter was addressed in our audit

- 以抽樣方式比較年內記錄的收入交易與相關服務合同、服務確認收據及其支持文件、發票及已結算結餘的銀行入賬單，並評估相關收入是否已根據貴集團的收入確認政策進行確認；
- comparing, on a sample basis, revenue transactions recorded during the year with the underlying service contracts, service acknowledgement receipts and their supporting documents, invoices and bank-in slips for settled balances and assessing whether the related revenue had been recognised in accordance with the Group's revenue recognition policies;
- 以抽樣方式，比較向濱江房產及其附屬公司及聯營公司的服務價格以及向第三方收取的服務價格及其他市場數據，向管理層詢問存在任何重大差異的原因，並評估管理層解釋的合理性；
- comparing, on a sample basis, service prices charged to Binjiang Real Estate and its subsidiaries and associates against service prices charged to third parties and other market data, enquiring of management the reasons for any significant differences and assessing the reasonableness of management explanations;

# 獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

## 關鍵審核事項(續)

### 非業主增值服務收入確認(續)

參閱會計政策附註1(s)及綜合財務報表附註3。

## 關鍵審核事項

### The Key Audit Matter

吾等將非業主增值服務收入確認確定為一項關鍵審核事項，原因為收入乃貴集團關鍵績效指標，且存在收入被記錄在錯誤的期間或受管理層操縱以實現財務目標和期望的固有風險。We identified revenue recognition of value-added services to non-property owners as a key audit matter because revenue is one of the key performance indicators of the Group and there is an inherent risk that revenue could be recorded in an incorrect period or could be subject to manipulation in order to achieve financial targets and expectations.

## KEY AUDIT MATTERS (Continued)

### Revenue recognition of value-added services to non-property owners (Continued)

Refer to accounting policy note 1(s) and note 3 to the consolidated financial statements.

## 吾等進行審核時如何處理事項

### How the matter was addressed in our audit

- 比較年末前後記錄的銷售交易與相關文件(包括服務確認收據及其支持文件和發票)，以評估相關收入是否於適當的會計期間確認；及
- comparing sales transactions recorded just before and after the year end with the relevant underlying documents, including service acknowledgement receipts and their supporting documents and invoices, to assess if the related revenue had been recognised in the appropriate accounting period; and
- 審查與年內籌集的非業主增值服務收入確認有關的所有人手記賬，詢問管理層進行此類調整的原因並以抽樣方式檢查相關文件。
- scrutinising all manual journal entries relating to revenue of value-added servers to non-property owners which were raised during the year, enquiring of management the reasons for such adjustments and inspecting underlying documentation on a sample basis.

# 獨立核數師報告

## INDEPENDENT AUDITOR'S REPORT

### 關鍵審核事項(續)

#### 貿易應收款項的預期信貸虧損撥備

參閱會計政策附註1(m)、綜合財務報表附註14及附註23(a)。

#### 關鍵審核事項

##### The Key Audit Matter

於2021年12月31日，貴集團來自第三方的貿易應收款項總額為人民幣110.3百萬元，而預期信貸虧損的虧損撥備為人民幣31.3百萬元。

As at 31 December 2021, the Group's gross trade receivables from third parties and a loss allowance for expected credit losses (ECLs) amounted to RMB110.3 million and RMB31.3 million, respectively.

貴集團的貿易應收款項主要包括業主及物業發展商的應收款項。

The Group's trade receivables comprise mainly receivables from property owners and property developers.

### KEY AUDIT MATTERS (Continued)

#### Expected credit loss allowance for trade receivables

Refer to accounting policy note 1(m), note 14 and note 23(a) to the consolidated financial statements.

#### 吾等進行審核時如何處理事項

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

吾等評估貿易應收款項的預期信貸虧損撥備的審核程序包括下列各項：

Our audit procedures to assess the ECL allowance for trade receivables included the following:

- 瞭解及評估就信貸控制、貿易應收款項分部、賬齡分析檢討、信貸虧損撥備估計的主要內部控制的設計、實施及運作成效；
- obtaining an understanding of and evaluating the design, implementation and operating effectiveness of key internal controls relating to credit control, segmentation of trade receivables, ageing analysis review, and estimation of credit loss allowances;
- 基於現行會計準則的規定衡量貴集團估計信貸虧損撥備的政策；
- evaluating the Group's policy for estimating the credit loss allowance with reference to the requirements of the prevailing accounting standard;
- 瞭解管理層採用的預期信貸虧損模型的關鍵數據及假設，包括根據信貸虧損特徵將貿易應收款項進行細分的基準，歷史違約數據和管理層的預期虧損率所涉及的假設；
- obtaining an understanding on the key data and assumptions of the expected credit loss model adopted by management, including the basis of segmentation of trade receivables based on credit loss characteristics, historical default data and assumptions involved in management's estimation of loss rate;

# 獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

## 關鍵審核事項(續)

### 貿易應收款項的預期信貸虧損撥備(續)

參閱會計政策附註1(m)、綜合財務報表附註14及附註23(a)。

## 關鍵審核事項

### The Key Audit Matter

管理層基於根據共同信貸風險特徵分組的不同客戶的虧損模式、貿易應收款項的賬齡、過往虧損率、目前經濟狀況以及各報告期末的前瞻性資料，按與貿易應收款項存續期預期信貸虧損等值的金額計量虧損撥備。

Management measure the loss allowance at an amount equal to lifetime ECL of trade receivables based on the loss patterns for different customers grouped according to the shared credit risk characteristics, ageing of trade receivables, historical loss rates, current economic conditions and forward-looking information at the end of each reporting period.

吾等將貿易應收款項的預期信貸虧損撥備確定為一項關鍵審核事項，原因為貿易應收款項的結餘對貴集團綜合財務報表而言屬重大，及預期信貸虧損的確認存在固有的主觀性和涉及管理層的重大判斷。

We identified the ECL allowance for trade receivables as a key audit matter because the balance of trade receivables is material to the Group's consolidated financial statements and the recognition of expected credit loss is inherently subjective and requires the exercise of significant management judgement.

## KEY AUDIT MATTERS (Continued)

### Expected credit loss allowance for trade receivables (Continued)

Refer to accounting policy note 1(m), note 14 and note 23(a) to the consolidated financial statements.

## 吾等進行審核時如何處理事項

### How the matter was addressed in our audit

- 衡量管理層虧損撥備估計是否恰當，並檢查管理層作出估計所採用的資料，包括測試歷史違約數據是否準確，並根據當前經濟狀況和前瞻性資料評估過往虧損率是否經妥善調整；
- assessing the appropriateness of management's estimation of loss allowance and examining the information used by management to derive such estimates, including testing accuracy of the historical default data and evaluating whether historical loss rates are appropriately adjusted based on current economic conditions and forward-looking information;
- 通過以抽樣方式比較欠單、發票及其他相關文件，評估貿易應收款項賬齡報告的項目分類是否恰當；及
- assessing whether items in the trade receivables ageing report were categorised in the appropriate ageing bracket by comparing with the demand notes, invoices and other relevant underlying documentation, on a sample basis; and
- 根據貴集團的信貸虧損撥備政策重新計算截至2021年12月31日的虧損撥備。
- re-performing the calculation of the loss allowance as at 31 December 2021 based on the Group's credit loss allowance policies

# 獨立核數師報告

## INDEPENDENT AUDITOR'S REPORT

### 綜合財務報表及核數師報告以外的資料

董事須對其他資料承擔責任。其他資料包括所有載於年報(綜合財務報表及吾等的核數師報告除外)的資料。

吾等對綜合財務報表作出的意見並無涵蓋其他資料，而吾等不會對其他資料發表任何形式的核證結論。

就吾等審核綜合財務報表而言，吾等的責任為閱讀其他資料，從而考慮其他資料是否與綜合財務報表或吾等在審核過程中獲悉的資料存在重大不符，或似乎存在重大錯誤陳述。

倘吾等基於已進行的工作認為其他資料出現重大錯誤陳述，吾等須報告有關事實。就此，吾等毋須作出報告。

### 董事就綜合財務報表須承擔的責任

董事須負責按照國際會計準則理事會所頒佈的國際財務報告準則及香港公司條例的披露規定編製真實及公允的綜合財務報表，以及對董事認為對編製綜合財務報表而言屬必要的內部控制負責，以使其不存在由於欺詐或錯誤而導致的重大錯誤陳述。

### INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

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

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

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

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

### RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

# 獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

## 董事就綜合財務報表須承擔的責任(續)

在編製綜合財務報表時，董事須負責評估貴集團持續經營的能力，並披露與持續經營有關的事項(如適用)。除非董事擬將貴集團清盤或停止營運，或除此之外並無其他實際可行的方法，否則須採用以持續經營為基礎的會計法。

審核委員會協助董事履行彼等監督貴集團財務報告程序的責任。

## 核數師就審核綜合財務報表須承擔的責任

吾等的目標為合理確定該等綜合財務報表整體而言是否不存在由於欺詐或錯誤而導致的重大錯誤陳述，並發出載有吾等意見的核數師報告。吾等僅向整體股東報告，除此以外，吾等的報告不可用作其他用途。吾等概不就本報告的內容對任何其他人士負責或承擔法律責任。

合理確定屬高層次的核證，惟不能保證根據香港審核準則進行的審核工作總能察覺所存在的重大錯誤陳述。錯誤陳述可因欺詐或錯誤產生，倘個別或整體在合理預期情況下可影響使用者根據綜合財務報表作出的經濟決定時，則被視為重大錯誤陳述。

## RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

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

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

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

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



# 獨立核數師報告

## INDEPENDENT AUDITOR'S REPORT

### 核數師就審核綜合財務報表須承擔的責任 (續)

在根據香港審核準則進行審核的過程中，吾等運用專業判斷，保持專業懷疑態度。吾等亦：

- 識別及評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，並設計及執行審核程序以應對該等風險，以及獲取充足及適當的審核憑證，作為吾等意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述或凌駕內部監控的情況，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 瞭解與審核相關的內部監控，以設計適當的審核程序，惟並非旨在對貴集團內部監控的有效性發表意見。
- 評估董事所採用會計政策的恰當性及所作出會計估計及相關披露的合理性。
- 對董事採用持續經營會計基礎的恰當性作出結論，並根據所獲取的審核憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。倘吾等認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。倘有關披露不足，則修訂吾等的意見。吾等的結論乃基於截至核數師報告日期止所取得的審核憑證。然而，未來事項或情況可能導致貴集團無法持續經營。

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

# 獨立核數師報告

## INDEPENDENT AUDITOR'S REPORT

### 核數師就審核綜合財務報表須承擔的責任 (續)

- 評估綜合財務報表的整體呈報方式、結構及內容(包括披露資料)，以及綜合財務報表是否中肯反映相關交易及事項。
- 就貴集團內實體或業務活動的財務資料獲取充足及適當的審核憑證，以便對綜合財務報表發表意見。吾等負責集團審核的方向、監督及執行。吾等為審核意見承擔全部責任。

除其他事項外，吾等與審核委員會就計劃的審計範圍、時間安排、重大審計發現等進行溝通，包括吾等在審計中識別出的內部控制的任何重大缺陷。

吾等亦向審核委員會提交聲明，說明吾等已符合有關獨立性的相關專業道德要求，並與彼等就有合理可能被認為會影響吾等獨立性的所有關係和其他事項，以及在適用的情況下為消除威脅所採取的行動或所採用的保障措施進行溝通。

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

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

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

# 獨立核數師報告

## INDEPENDENT AUDITOR'S REPORT

### 核數師就審核綜合財務報表須承擔的責任 (續)

從與審核委員會溝通的事項中，吾等確定對本期綜合財務報表的審計最為重要的事項，因而構成關鍵審計事項。吾等在核數師報告中描述該等事項，除非法律法規不允許公開披露該等事項，或在極端罕見的情況下，如果合理預期在吾等報告中溝通某事項造成的負面後果超過產生的公眾利益，吾等決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人是馮炳光。

畢馬威會計師事務所  
執業會計師

香港中環  
遮打道10號  
太子大廈8樓

2022年3月31日

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

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

The engagement partner on the audit resulting in this independent auditor's report is Fung Ping Kwong.

**KPMG**  
*Certified Public Accountants*

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

31 March 2022

# 綜合損益及其他全面收益表

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

截至2021年12月31日止年度 for the year ended 31 December 2021  
(以人民幣元列示) (Expressed in Renminbi Yuan)

		附註 Note	2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
收入	<b>Revenue</b>	3(a)	<b>1,398,947</b>	960,201
銷售成本	Cost of sales		<b>(949,270)</b>	(662,884)
<b>毛利</b>	<b>Gross profit</b>		<b>449,677</b>	297,317
其他收入	Other revenue	4	<b>9,946</b>	10,321
其他收入／(虧損)	Other net income/(loss)			
淨額		4	<b>808</b>	(544)
銷售及營銷開支	Selling and marketing expenses		<b>(3,766)</b>	(2,680)
行政開支	Administrative expenses		<b>(53,599)</b>	(39,768)
貿易應收款項減值	Impairment loss on trade receivables			
虧損		23(a)	<b>(12,140)</b>	(11,491)
其他開支	Other expenses		<b>(1,141)</b>	(195)
<b>經營利潤</b>	<b>Profit from operations</b>		<b>389,785</b>	252,960
融資收入	Finance income		<b>32,861</b>	30,973
融資成本	Finance costs		<b>(689)</b>	(541)
<b>融資收入淨額</b>	<b>Net finance income</b>	5(a)	<b>32,172</b>	30,432
分佔聯營公司利潤減	Share of profits less losses of			
虧損	associates		<b>1,357</b>	560
分佔合營企業利潤減	Share of profits less losses of a joint			
虧損	venture		<b>(96)</b>	—
<b>除稅前利潤</b>	<b>Profit before taxation</b>	5	<b>423,218</b>	283,952
所得稅	Income tax	6	<b>(98,197)</b>	(63,678)
<b>年度利潤</b>	<b>Profit for the year</b>		<b>325,021</b>	220,274
以下各方應佔：	<b>Attributable to:</b>			
本公司權益股東	Equity shareholders of the Company		<b>321,751</b>	219,550
非控股權益	Non-controlling interests		<b>3,270</b>	724
			<b>325,021</b>	220,274

## 綜合損益及其他全面收益表

### CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

截至2021年12月31日止年度 for the year ended 31 December 2021

(以人民幣元列示) (Expressed in Renminbi Yuan)

		附註 Note	2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
年度利潤	<b>Profit for the year</b>		<b>325,021</b>	220,274
年度其他全面收益 (扣除稅項及重新 分類調整後)	<b>Other comprehensive income for the year (after tax and reclassification adjustments)</b>			
不會重新分類至損益 的項目：	Items that will not be reclassified to profit or loss:			
換算本公司財務報表 所產生之匯兌差額	Exchange differences on translation of financial statements of the Company		<b>(6,543)</b>	(17,218)
其後可能重新分類至 損益的項目：	Items that may be reclassified subsequently to profit or loss:			
換算海外附屬公司財 務報表所產生之 匯兌差額	Exchange differences on translation of financial statements of overseas subsidiaries		<b>2,665</b>	(2,428)
年度全面收益總額	<b>Total comprehensive income for the year</b>		<b>321,143</b>	200,628
以下各方應佔：	<b>Attributable to:</b>			
本公司權益股東	Equity shareholders of the Company		<b>317,873</b>	199,904
非控股權益	Non-controlling interests		<b>3,270</b>	724
年度全面收益總額	<b>Total comprehensive income for the year</b>		<b>321,143</b>	200,628
每股盈利	<b>Earnings per share</b>	9		
基本及攤薄(人民幣 元)	Basic and diluted (RMB)		<b>1.16</b>	0.79

第195頁至第320頁之附註構成該等財務報表一部分。應付本公司權益股東之股息詳情載於附註22(c)。

The notes on pages 195 to 320 form part of these financial statements. Details of dividends payable to equity shareholders of the Company are set out in note 22(c).

# 綜合財務狀況表

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

於2021年12月31日 at 31 December 2021  
(以人民幣元列示) (Expressed in Renminbi Yuan)

		附註 Note	2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
<b>非流動資產</b>	<b>Non-current assets</b>			
投資物業	Investment properties	10	1,275	2,124
物業、廠房及設備	Property, plant and equipment	10	19,030	14,595
於聯營公司的投資	Investment in associates	12	5,289	3,932
於合營企業的投資	Investment in a joint venture		414	—
遞延稅項資產	Deferred tax assets	21(b)	18,950	12,520
定期存款	Time deposits	15	154,158	101,300
預付款項	Prepayments		3,270	—
			<b>202,386</b>	134,471
<b>流動資產</b>	<b>Current assets</b>			
存貨	Inventories	13	79,031	52,044
貿易及其他應收款項	Trade and other receivables	14	173,390	95,691
按公平值計入損益 (「按公平值計入 損益」)的金融資產	Financial assets at fair value through profit or loss ("FVPL")	23(e)	24,044	—
定期存款	Time deposits	15	243,019	368,528
受限制銀行結餘	Restricted bank balances	16	57,020	46,461
現金及現金等價物	Cash and cash equivalents	17	905,746	805,394
			<b>1,482,250</b>	1,368,118
<b>流動負債</b>	<b>Current liabilities</b>			
合約負債	Contract liabilities	18	143,630	107,482
貿易及其他應付款項	Trade and other payables	19	495,865	473,326
租賃負債	Lease liabilities	20	1,586	1,202
即期稅項	Current taxation	21(a)	69,876	60,943
			<b>710,957</b>	642,953
<b>流動資產淨額</b>	<b>Net current assets</b>		<b>771,293</b>	725,165
<b>總資產減流動負債</b>	<b>Total assets less current liabilities</b>		<b>973,679</b>	859,636

## 綜合財務狀況表

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

於2021年12月31日 at 31 December 2021

(以人民幣元列示) (Expressed in Renminbi Yuan)

		附註 Note	2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
<b>非流動負債</b>	<b>Non-current liability</b>			
租賃負債	Lease liabilities	20	119	1,303
<b>資產淨額</b>	<b>NET ASSETS</b>		<b>973,560</b>	858,333
<b>資本及儲備</b>	<b>CAPITAL AND RESERVES</b>			
股本	Share capital	22(b)	181	181
儲備	Reserves	22(d)	941,408	841,444
本公司權益股東應佔 總權益	<b>Total equity attributable to equity shareholders of the Company</b>		<b>941,589</b>	841,625
非控股權益	<b>Non-controlling interests</b>		<b>31,971</b>	16,708
<b>總權益</b>	<b>TOTAL EQUITY</b>		<b>973,560</b>	858,333

已於2022年3月31日獲董事會批准及授權刊發。

Approved and authorised for issue by the board of directors on 31 March 2022.

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) 董事  
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) Directors  
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第195頁至第320頁之附註構成該等財務報表一部分。

The notes on pages 195 to 320 form part of these financial statements.

# 綜合權益變動表

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

截至2021年12月31日止年度 for the year ended 31 December 2021  
(以人民幣元列示) (Expressed in Renminbi Yuan)

本公司權益股東應佔  
Attributable to equity shareholders of the Company

附註	股本	股份溢價	資本儲備	中華人民	匯兌儲備	留存利潤	總計	非控股權益	總權益	
				共和國 (「中國」) The People's Republic of China (the "PRC")						
Note	Share capital	Share premium	Capital reserve	statutory reserves	Exchange reserve	Retained profits	Total	Non- controlling interests	Total equity	
	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	
<b>於2020年1月1日的 Balance at 1 January</b>										
結餘	2020	181	492,647	(66,484)	10,000	20,189	265,301	721,834	4,714	726,548
<b>2020年權益變動： Changes in equity for 2020:</b>										
年度利潤	Profit for the year	—	—	—	—	—	219,550	219,550	724	220,274
其他全面收益	Other comprehensive income	—	—	—	—	(19,646)	—	(19,646)	—	(19,646)
過往年度所宣派股息	Dividends declared in respect of the previous year	22(c)(iii)	(80,113)	—	—	—	—	(80,113)	—	(80,113)
轉撥至法定儲備	Appropriation to statutory reserve	—	—	—	15,451	—	(15,451)	—	—	—
非控股權益注資	Capital injection from non-controlling interests	—	—	—	—	—	—	—	11,270	11,270
<b>於2020年12月31日 Balance at 31</b>										
的結餘	December 2020	181	412,534	(66,484)	25,451	543	469,400	841,625	16,708	858,333



# 綜合權益變動表

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

截至2021年12月31日止年度 for the year ended 31 December 2021

(以人民幣元列示) (Expressed in Renminbi Yuan)

附註 Note		本公司權益股東應佔 Attributable to equity shareholders of the Company								
		股本 Share capital 人民幣千元 RMB'000	股份溢價 Share premium 人民幣千元 RMB'000	資本儲備 Capital reserve 人民幣千元 RMB'000	中國法定儲備 PRC statutory reserves 人民幣千元 RMB'000	匯兌儲備 Exchange reserve 人民幣千元 RMB'000	留存利潤 Retained profits 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000	非控股權益 Non-controlling interests 人民幣千元 RMB'000	總權益 Total equity 人民幣千元 RMB'000
於2021年1月1日的 結餘		181	412,534	(66,484)	25,451	543	469,400	841,625	16,708	858,333
2021年權益變動： 2021年										
年度利潤	Profit for the year	—	—	—	—	—	321,751	321,751	3,270	325,021
其他全面收益	Other comprehensive income	—	—	—	—	(3,878)	—	(3,878)	—	(3,878)
收購附屬公司額外權益	Acquisition of additional interests in a subsidiary	—	—	719	—	—	—	719	(967)	(248)
過往年度所宣派股息	Dividends declared in respect of the previous year	—	(131,632)	—	—	—	—	(131,632)	—	(131,632)
本年度所宣派股息	Dividends declared in respect of the current year	—	(86,996)	—	—	—	—	(86,996)	—	(86,996)
轉撥至法定儲備	Appropriation to statutory reserve	—	—	—	15,871	—	(15,871)	—	—	—
非控股權益注資	Capital injection from non-controlling interests	—	—	—	—	—	—	—	12,960	12,960
於2021年12月31日 的結餘		181	193,906	(65,765)	41,322	(3,335)	775,280	941,589	31,971	973,560

第195頁至第320頁之附註構成該等財務報表一部分。

The notes on pages 195 to 320 form part of these financial statements.

# 綜合現金流量表

## CONSOLIDATED CASH FLOW STATEMENT

截至2021年12月31日止年度 for the year ended 31 December 2021  
(以人民幣元列示) (Expressed in Renminbi Yuan)

			2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
		附註 Note		
<b>經營活動</b>	<b>Operating activities</b>			
經營產生的現金	Cash generated from operations	17(b)	<b>338,079</b>	366,104
已付中國企業所得稅	PRC Corporate Income tax paid	21(a)	<b>(95,694)</b>	(48,360)
<b>經營活動產生的現金淨額</b>	<b>Net cash generated from operating activities</b>		<b>242,385</b>	317,744
<b>投資活動</b>	<b>Investing activities</b>			
購買物業、廠房及設備付款	Payments for the purchase of property, plant and equipment		<b>(12,959)</b>	(8,198)
出售物業、廠房及設備所得款項	Proceeds from disposal of property, plant and equipment		<b>999</b>	—
於聯營公司的投資付款	Payments for investment in an associate		—	(2,450)
於合營企業的投資付款	Payments for investment in a joint venture		<b>(510)</b>	—
收購附屬公司額外權益的付款	Payments for acquisition of additional interests in a subsidiary		<b>(248)</b>	—
按公平值計入損益的購買付款	Payments for purchase of FVPL		<b>(113,700)</b>	(163,000)
按公平值計入損益的贖回所得款項	Proceeds from redemption of FVPL		<b>90,064</b>	163,780
原到期日超過三個月的定期存款付款	Payments for time deposits with original maturity over three months		<b>(372,789)</b>	(394,509)
原到期日超過三個月的定期存款所得款項	Proceeds from maturity of time deposits with original maturity over three months		<b>456,105</b>	430,318
已收利息	Interest received		<b>18,590</b>	14,664
<b>投資活動所得現金淨額</b>	<b>Net cash generated from investing activities</b>		<b>65,552</b>	40,605

# 綜合現金流量表

## CONSOLIDATED CASH FLOW STATEMENT

截至2021年12月31日止年度 for the year ended 31 December 2021

(以人民幣元列示) (Expressed in Renminbi Yuan)

		附註 Note	2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
<b>融資活動</b>	<b>Financing activities</b>			
非控股權益出資	Capital contribution from non-controlling interests		<b>12,960</b>	11,270
已付租金的資本要素	Capital element of lease rentals paid	17(c)	<b>(2,323)</b>	(3,032)
已付租金的利息要素	Interest element of lease rentals paid	17(c)	<b>(136)</b>	(175)
已付股息	Dividends paid		<b>(218,628)</b>	(80,113)
<b>融資活動所用現金淨額</b>	<b>Net cash used in financing activities</b>		<b>(208,127)</b>	(72,050)
<b>現金及現金等價物增加淨額</b>	<b>Net increase in cash and cash equivalents</b>		<b>99,810</b>	286,299
於1月1日的現金及現金等價物	Cash and cash equivalents at 1 January	17(a)	<b>805,394</b>	516,707
匯率變動之影響	Effect of foreign exchange rate changes		<b>542</b>	2,388
於12月31日的現金及現金等價物	Cash and cash equivalents at 31 December	17(a)	<b>905,746</b>	805,394

第195頁至第320頁之附註構成該等財務報表一部分。

The notes on pages 195 to 320 form part of these financial statements.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策

#### (a) 合規聲明

濱江服務集團有限公司(「本公司」)及其附屬公司(統稱「本集團」)的綜合財務報表乃根據所有適用的國際財務報告準則(「國際財務報告準則」)編製，該集體名詞包括國際會計準則理事會(「國際會計準則理事會」)頒佈的所有適用的個別國際財務報告準則、國際會計準則(「國際會計準則」)及詮釋。該等財務報表亦符合香港公司條例之披露規定及香港聯合交易所有限公司證券上市規則的適用披露條文。下文披露本集團所採納之重大會計政策。

國際會計準則理事會已發佈若干國際財務報告準則的修訂，該等修訂於本集團當前會計期間首次生效或可提早採用。附註1(c)提供初次應用該等變更導致會計政策出現任何變動的資料，而有關變動與本集團於本綜合財務報表中所反映的當前及過往會計期間相關。

#### (b) 財務報表之編製基準

截至2021年12月31日止年度之綜合財務報表包括本公司及其附屬公司以及本集團於聯營公司及合營企業的權益。

### 1 SIGNIFICANT ACCOUNTING POLICIES

#### (a) Statement of compliance

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

The IASB has issued certain amendments to IFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 1(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current and prior accounting period reflected in these financial statements.

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

The consolidated financial statements for the year ended 31 December 2021 comprise the Company and its subsidiaries and the Group’s interest in associates and a joint venture.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (b) 財務報表之編製基準(續)

本公司於2017年7月6日根據開曼群島法例第22章公司法(1961年第3號法例，經綜合及修訂)於開曼群島註冊成立為一家獲豁免有限公司。本公司之股份於2019年3月15日於香港聯合交易所有限公司(「聯交所」)主板上市(「上市」)。本集團的主要業務為於中國提供物業管理服務及相關服務。

綜合財務報表乃以人民幣(「人民幣」)呈列，約整至最接近的千位數，為呈列貨幣。綜合財務報表以歷史成本為基準編製，惟按公平值計入損益之金融資產按其公平值列賬除外。

人民幣為本公司於中國內地成立之附屬公司的功能貨幣。本公司及本公司於中國內地境外的附屬公司的功能貨幣為港元。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

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

The Company was incorporated in the Cayman Islands on 6 July 2017 as an exempted company with limited liability under the Companies Law, Cap 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands. The Company's shares were listed on the Main Board on the Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 15 March 2019 (the "**Listing**"). The principal activities of the Group are the provision of property management services and related services in the PRC.

The consolidated financial statements are presented in Renminbi ("**RMB**"), rounded to the nearest thousand, which is the presentation currency. It is prepared on the historical cost basis except for financial assets measured as fair value through profit or loss which are stated at their fair value.

RMB is the functional currency for the Company's subsidiaries established in the mainland China. The functional currency of the Company and the Company's subsidiaries outside the mainland China are Hong Kong dollars.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (b) 財務報表之編製基準(續)

編製符合國際財務報告準則規定之財務報表要求管理層作出會影響政策應用及資產、負債、收入及支出之呈報金額的判斷、估計及假設。估計及相關假設乃基於過往經驗及於有關情況下相信為合理的各種其他因素，其結果構成就不易於自其他來源獲得的資產及負債的賬面值作出判斷之基準。實際結果可能有別於該等估計。

估計及相關假設乃按持續基準予以檢討。倘修訂會計估計僅影響估計修訂期間，則會於該期間確認會計估計的修訂；倘有關修訂影響現時及未來期間，則會於修訂期間及未來期間確認會計估計的修訂。

管理層在應用對財務報表有重大影響的國際財務報告準則時所作的判斷及估計的不確定性的主要來源論述於附註2。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

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

The preparation of financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of IFRSs that have significant effect on the financial statements and major sources of estimation uncertainty are discussed in note 2.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (c) 會計政策之變動

國際會計準則理事會已頒佈以下於本集團本會計期間首次生效的國際財務報告準則之修訂：

- 國際財務報告準則第16號修訂本，*Covid-19相關租金減免*
- 國際財務報告準則第9號、國際會計準則第39號、國際財務報告準則第7號、國際財務報告準則第4號及國際財務報告準則第16號修訂本，*利率基準改革第二階段*

該等修訂對本集團本期間或過往期間業績及財務狀況之編製或呈列方式概無造成重大影響。本集團並無應用任何於本會計期間尚未生效的新訂準則或詮釋。

### (d) 附屬公司及非控股權益

附屬公司為本集團控制的實體。當本集團可獲取或有權獲取參與該實體業務所得的可變回報且有能透過其對該實體的權力影響該等回報時，意味著本集團控制該實體。評估本集團是否擁有權力時，僅考慮實質性權利(由本集團及其他各方持有)。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (c) Changes in accounting policies

The IASB has issued the following amendments to IFRSs that are first effective for the current accounting period of the Group:

- Amendment to IFRS 16, *Covid-19-related rent concessions*
- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16, *Interest rate benchmark reform — phase 2*

None of these amendments have had a material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

### (d) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. When assessing whether the Group has power, only substantive rights (held by the Group and other parties) are considered.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (d) 附屬公司及非控股權益(續)

於附屬公司的投資自控制權開始之日起至控制權停止之日計入綜合財務報表內。集團內結餘、交易及現金流量以及集團內交易所產生的任何未變現利潤，在編製綜合財務報表時悉數撇銷。集團內交易所產生的未變現虧損按與未變現收益相同的方式撇銷，但僅限於並無減值跡象的部分。

非控股權益是指本公司直接或間接應佔附屬公司的權益，而本集團並無就此與該等權益的持有人協定任何額外條款，致使本集團整體就該等權益有符合金融負債釋義的合約義務。就各業務合併而言，本集團可選擇按公平值或非控股權益分佔附屬公司可識別資產淨額的比例計量任何非控股權益。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (d) Subsidiaries and non-controlling interests (Continued)

An investment in a subsidiary is consolidated into the consolidated financial statements from the date that control commences until the date that control ceases. Intra-group balances, transactions and cash flows and any unrealised profits arising from intra-group transactions are eliminated in full in preparing the consolidated financial statements. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains but only to the extent that there is no evidence of impairment.

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



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (d) 附屬公司及非控股權益(續)

非控股權益呈列於綜合財務狀況表的權益內，與本公司權益股東應佔權益分開列示。本集團業績中的非控股權益於綜合損益表及綜合損益及其他全面收益表中呈列，作為本公司非控股權益與權益股東之間的年度損益總額及全面總收益的分配。非控股權益持有人的貸款及有關該等持有人的其他合約責任，於綜合財務狀況表根據附註1(o) (視乎負債性質而定) 列為金融負債。

本集團於附屬公司的權益變動不會導致失去控股權的，則按權益交易入賬，據此對綜合權益內之控股及非控股權益的金額作出調整以反映相對權益的變動，但並無對商譽作出調整，且並無確認損益。

當本集團失去附屬公司之控股權時，作為出售該附屬公司之全部權益入賬，所產生的收益或虧損於損益中確認。於失去控股權之日於該前附屬公司保留的任何權益按公平值確認，且該金額於初始確認時被視為金融資產的公平值(見附註1(f))，或(如適用)於初始確認時於聯營公司或合營企業的投資成本(見附註1(e))。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (d) Subsidiaries and non-controlling interests (Continued)

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. Non-controlling interests in the results of the Group are presented on the face of the consolidated statement of profit or loss and the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between non-controlling interests and the equity shareholders of the Company. Loans from holders of non-controlling interests and other contractual obligations towards these holders are presented as financial liabilities in the consolidated statement of financial position in accordance with note 1(o) depending on the nature of the liability.

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

When the Group loses control of a subsidiary, it is accounted for as a disposal of the entire interest in that subsidiary, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former subsidiary at the date when control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset (see note 1(f)) or, when appropriate, the cost on initial recognition of an investment in an associate or joint venture (see note 1(e)).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (d) 附屬公司及非控股權益(續)

於本公司的財務狀況表內，除非有關投資分類為持作出售(或計入分類為持作出售之出售組別)，否則於附屬公司的投資按成本減去減值虧損列示(見附註1(j))。

#### (e) 聯營公司及合營企業

聯營公司為本集團或本公司於其中擁有重大影響力但對其管理並無控制權或共同控制權(包括參與財務及營運決策)之實體。

合營企業是一種安排。根據安排，本集團或本公司與其他訂約方同意共同控制該安排，並有權利分享該安排的淨資產。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (d) Subsidiaries and non-controlling interests (Continued)

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 1(j)), unless the investment is classified as held for sale (or included in a disposal group that is classified as held for sale).

#### (e) Associates and joint ventures

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

A joint venture is an arrangement whereby the Group or Company and other parties contractually agree to share control of the arrangement, and have rights to the net assets of the arrangement.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (e) 聯營公司及合營企業(續)

於聯營公司或合營企業的投資按權益法於綜合財務報表列賬，惟倘有關投資分類為持作出售(或計入分類為持作出售之出售組別)則除外。根據權益法，投資初步按成本入賬，並就本集團應佔被投資公司收購當日可識別資產淨額之公平值超出投資成本的部分(如有)作出調整。投資成本包括購買價、收購該投資的直接應佔其他成本，及構成本集團權益投資一部份的於該聯營公司或合營企業的任何直接投資。此後，該投資就本集團所佔被投資公司資產淨額份額於收購後的變動及與投資有關之任何減值虧損作出調整(見附註1(j)(ii))。於各報告日期，本集團評估有否顯示投資減值的任何客觀證據。收購當日出出成本的任何部分、本集團的年度應佔被投資公司收購後的稅後業績以及任何減值虧損於綜合損益表確認，而本集團應佔被投資公司收購後的稅後其他全面收益項目於綜合損益及其他全面收益表內確認。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (e) Associates and joint ventures

(Continued)

An investment in an associate or a joint venture is accounted for in the consolidated financial statements under the equity method, unless it is classified as held for sale (or included in a disposal group that is classified as held for sale). Under the equity method, the investment is initially recorded at cost, adjusted for any excess of the Group's share of the acquisition-date fair values of the investee's identifiable net assets over the cost of the investment (if any). The cost of the investment includes purchase price, other costs directly attributable to the acquisition of the investment, and any direct investment into the associate or joint venture that forms part of the Group's equity investment. Thereafter, the investment is adjusted for the post acquisition change in the Group's share of the investee's net assets and any impairment loss relating to the investment (see note 1(j)(ii)). At each reporting date, the Group assesses whether there is any objective evidence that the investment is impaired. Any acquisition-date excess over cost, the Group's share of the post-acquisition, post-tax results of the investees and any impairment losses for the year are recognised in the consolidated statement of profit or loss, whereas the Group's share of the post-acquisition post-tax items of the investees' other comprehensive income is recognised in the consolidated statement of profit or loss and other comprehensive income.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

## (e) 聯營公司及合營企業(續)

當本集團分佔聯營公司或合營企業的虧損超出其於聯營公司或合營企業的權益時，本集團的權益將調減至零，並且不再確認其他虧損，惟倘本集團須承擔法定或推定責任，或代表被投資公司付款則除外。就此而言，本集團的權益是按權益法計算的投資賬面值加上實質上屬於本集團對聯營公司或合營企業投資淨額一部分的本集團其他長期權益(如適用，對其他長期權益採用預期信貸虧損模型後(見附註1(j)(i)))。

本集團與其聯營公司及合營企業之交易所產生的未變現損益，以本集團於被投資公司的權益為限撤銷，惟倘有證據顯示未變現虧損是由於所轉讓資產出現減值所致，則即時於損益確認。

倘於聯營公司的投資轉為於合營企業的投資或於合營企業的投資轉為於聯營公司的投資，則留存權益不會重新計量，反而，該投資繼續按權益法列賬。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

## (e) Associates and joint ventures

(Continued)

When the Group's share of losses exceeds its interest in the associates or the joint venture, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method together with the Group's any other long-term interests that in substance form part of the Group's net investment in the associate or the joint venture, after applying the expected credit losses (ECLs) model to such other long-term interests where applicable (see note 1(j)(i)).

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

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

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (e) 聯營公司及合營企業(續)

在所有其他情況下，本集團對聯營公司不再有重大影響力或不再共同控制合營企業時，其作為出售被投資公司的全部權益列賬，因此產生的收益或虧損於損益中確認。本集團於失去重大影響力之日於前被投資公司留存的任何權益按公平值確認，該金額被視為初始確認時的金融資產公平值(見附註1(f))。

於本公司的財務狀況表內，於聯營公司及合營企業的投資按成本減去減值虧損列示(見附註1(j))，惟分類為持作出售(或計入分類為持作出售之出售組別)則除外。

### (f) 於債務及股本金融工具之其他投資

除於附屬公司、聯營公司及合營企業的投資以外，本集團及本公司就投資於債務及股本金融工具的政策載列如下：

於債務及股本金融工具的投資於本集團承諾購買／出售投資之日確認／終止確認。投資最初按公平值加直接應佔交易成本列賬，惟按公平值計入損益計量的投資(其交易成本直接於損益內確認)除外。該等投資隨後列賬如下(取決於其分類)。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (e) Associates and joint ventures

(Continued)

In all other cases, when the Group ceases to have significant influence over an associate or joint control over a joint venture, it is accounted for as a disposal of the entire interest in that investee, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former investee at the date when significant influence is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset (see note 1(f)).

In the Company's statement of financial position, investments in associates and a joint venture are stated at cost less impairment losses (see note 1(j)), unless classified as held for sale (or included in a disposal group that is classified as held for sale).

### (f) Other investments in debt and equity financial instruments

The Group's and the Company's policies for investments in debt and equity financial instruments, other than investments in subsidiaries, associates and joint ventures, are set out below:

Investments in debt and equity financial instruments are recognised/derecognised on the date the Group commits to purchase/sell the investment. The investments are initially stated at fair value plus directly attributable transaction costs, except for those investments measured at fair value through profit or loss (FVPL) for which transaction costs are recognised directly in profit or loss. These investments are subsequently accounted for as follows, depending on their classification.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (f) 於債務及股本金融工具之其他投資(續)

#### 股本投資以外之投資

本集團持有的非股本投資分類為以下計量類別之一：

- 攤銷成本(倘投資乃為收取僅代表本金及利息付款的合約現金流量而持有)。投資所得利息收入採用實際利率法計算(見附註1(s)(iv))。
- 按公平值計入其他全面收益 — 可劃轉(倘投資的合約現金流量僅包括本金及利息付款，且投資乃於透過收取合約現金流量及出售實現其目的之業務模式內持有)。公平值變動於其他全面收益中確認，惟於預期信貸虧損、利息收入(使用實際利率法計算)及匯兌收益及虧損的損益中確認除外。當投資被終止確認時，於其他全面收益累計的金額從權益劃轉至損益。
- 按公平值計入損益(倘投資不符合按攤銷成本計量或按公平值計入其他全面收益(可劃轉)的標準)。投資的公平值變動(包括利息)於損益中確認。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (f) Other investments in debt and equity financial instruments

(Continued)

#### Investments other than equity investments

Non-equity investments held by the Group are classified into one of the following measurement categories:

- amortised cost, if the investment is held for the collection of contractual cash flows which represent solely payments of principal and interest. Interest income from the investment is calculated using the effective interest method (see note 1(s)(iv)).
- fair value through other comprehensive income (FVOCI) — recycling, if the contractual cash flows of the investment comprise solely payments of principal and interest and the investment is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale. Changes in fair value are recognised in other comprehensive income, except for the recognition in profit or loss of expected credit losses, interest income (calculated using the effective interest method) and foreign exchange gains and losses. When the investment is derecognised, the amount accumulated in other comprehensive income is recycled from equity to profit or loss.
- fair value at profit or loss (FVPL) if the investment does not meet the criteria for being measured at amortised cost or FVOCI (recycling). Changes in the fair value of the investment (including interest) are recognised in profit or loss.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (f) 於債務及股本金融工具之其他投資(續)

#### 股本投資

股本金融工具投資均會被分類為按公平值計入損益，除非該股本投資不是持作買賣，並在初始確認投資時本集團不可撤回地選擇指定按公平值計入其他全面收益(不可劃轉)，以致後續公平值變動在其他全面收益中確認。這種選擇是按逐項工具的基準進行，但只有當投資符合發行人角度下的股本定義時方可進行。若作出此選擇，在該投資被出售前，其他全面收益中累計的金額仍保留在公平值儲備(不可劃轉)中。在出售時，公平值儲備(不可劃轉)中累計的金額會轉入保留盈利。其並非透過損益劃轉。來自股本金融工具投資的股息，不論是否分類為按公平值計入損益或按公平值計入其他全面收益，均根據附註1(s)(iii)所載列的政策在損益中確認為其他收益。

### (g) 投資物業

投資物業是擁有或按租賃權益持有(見附註1(i))以賺取租金收入及／或資本增值的土地及／或樓宇。

投資物業按成本減去累計折舊及累計減值虧損列賬。投資物業租金收入按附註1(s)(ii)所述列賬。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (f) Other investments in debt and equity financial instruments

(Continued)

#### Equity investments

An investment in equity financial instruments is classified as FVPL unless the equity investment is not held for trading purposes and on initial recognition of the investment the Group makes an irrevocable election to designate the investment at FVOCI (non-recycling) such that subsequent changes in fair value are recognised in other comprehensive income. Such elections are made on an instrument-by-instrument basis, but may only be made if the investment meets the definition of equity from the issuer's perspective. Where such an election is made, the amount accumulated in other comprehensive income remains in the fair value reserve (non-recycling) until the investment is disposed of. At the time of disposal, the amount accumulated in the fair value reserve (non-recycling) is transferred to retained earnings. It is not recycled through profit or loss. Dividends from an investment in equity financial instruments, irrespective of whether classified as at FVPL or FVOCI, are recognised in profit or loss as other income in accordance with the policy set out in note 1(s)(iii).

### (g) Investment property

Investment properties are land and/or buildings which are owned or held under a leasehold interest (see note 1(i)) to earn rental income and/or for capital appreciation.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment loss. Rental income from investment properties are accounted for as described in note 1(s)(ii).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (g) 投資物業(續)

折舊乃使用直線法在租期內撇銷投資物業的成本，減去剩餘價值(如有)計算。

當本集團按經營租賃持有以賺取租金收入及／或資本增值的投資物業，則該權益按逐項物業作為投資物業分類及列賬。任何已分類為投資物業之物業權益乃猶如其為以融資租賃持有而列賬(見附註1(i))，而其適用的會計政策亦與以融資租賃出租的其他投資物業相同。租賃款項按附註1(i)所述列賬。

### (h) 物業、廠房及設備

以下物業、廠房及設備項目按成本減去累計折舊及減值虧損列賬(見附註1(j)(ii))。

- 在本集團並非物業權益註冊擁有人的情況下，因租用不動產或租賃物業產生的使用權資產；及
- 廠房及設備項目(包括因租用相關廠房及設備產生的使用權資產)(見附註1(i))。

自建物業、廠房及設備項目的成本包括材料成本、直接人工成本、初步預計(如相關)拆卸和移送項目與修復項目所在工地所牽涉的成本，以及按適當比例計算的間接生產成本。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (g) Investment property (Continued)

Depreciation is calculated to write-off the costs of investment properties, less a residual value, if any, using the straight-line method over their lease terms.

When the Group holds a property interest under an operating lease to earn rental income and/or for capital appreciation, the interest is classified and accounted for as an investment property on a property-by-property basis. Any such property interest which has been classified as an investment property is accounted for as if it were held under a finance lease (see note 1(i)), and the same accounting policies are applied to that interest as are applied to other investment property leased under finance leases. Lease payments are accounted for as described in note 1(i).

### (h) Property, plant and equipment

The following items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses (see note 1(j)(ii)).

- right-of-use assets arising from leases over freehold or leasehold properties where the Group is not the registered owner of the property interest; and
- items of plant and equipment, including right-of-use assets arising from leases of underlying plant and equipment (see note 1(i)).

The cost of self-constructed items of property, plant and equipment includes the cost of materials, direct labour, the initial estimate, where relevant, of the costs of dismantling and removing the items and restoring the site on which they are located, and an appropriate proportion of production overheads.



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (h) 物業、廠房及設備(續)

物業、廠房及設備項目因報廢或出售所產生的損益乃以該項目的出售所得款項淨額與賬面金額之間的差額釐定，並於報廢或出售當日於損益確認。

折舊乃使用直線法在預計可使用年內撇銷物業、廠房及設備項目的成本或估值，減去預計剩餘價值(如有)計算如下：

— 辦公設備及傢俱	3至5年
— 汽車	5年
— 租賃作自用的其他物業	未到期的租期與樓宇的估計可使用年期之較短者

倘物業、廠房及設備項目的部分有不同的可使用年期，則該項目的成本或估值按合理基準於各部分間分配，且各部分獨立折舊。資產的可使用年期及其剩餘價值(如有)於每年檢討。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (h) Property, plant and equipment

(Continued)

Gains or losses arising from the retirement or disposal of an item of property, plant and equipment are determined as the difference between the net disposal proceeds and the carrying amount of the item and are recognised in profit or loss on the date of retirement or disposal.

Depreciation is calculated to write-off the cost or valuation of items of property, plant and equipment, less their estimated residual value, if any, using the straight-line method over their estimated useful lives as follows:

— office equipment and furniture	3 — 5 years
— motor vehicles	5 years
— other properties leased for own use	shorter of the unexpired term of lease and the Buildings' estimated useful lives

Where parts of an item of property, plant and equipment have different useful lives, the cost or valuation of the item is allocated on a reasonable basis between the parts and each part is depreciated separately. Both the useful life of an asset and its residual value, if any, are reviewed annually.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

## (i) 租賃資產

本集團於合約開始時評估合約是否屬於或包含租賃。倘合約賦予權利於一段時間內控制已識別資產的用途以換取代價，則該合約屬於或包含租賃。當客戶有權指示已識別資產之使用，並取得從使用該資產所帶來之絕大部分經濟利益時，即表示已轉移控制權。

## (i) 作為承租人

倘合約包含租賃部分及非租賃部分時，本集團對所有租賃選擇不將非租賃部分分開，而將每個租賃部分與任何相關的非租賃部分作為單一租賃部分入賬。

於租賃開始日，本集團確認使用權資產及租賃負債，但租賃期為12個月或以下的短期租賃及低價值資產的租賃除外。當本集團就低價值資產訂立租賃時，本集團會因應個別租賃決定是否將租賃資本化。未資本化的該等租賃相關租賃款項有系統地於租期內確認為支出。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

## (i) Leased assets

At inception of a contract, the Group assesses whether the 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. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

## (i) As a lessee

Where the contract contains a lease component and non-lease component, the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value assets. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. The lease payments associated with those leases which are not capitalised are recognised as an expense on a systematic basis over the lease term.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (i) 租賃資產(續)

#### (i) 作為承租人(續)

倘租賃作資本化，則租賃負債初始按租期內應付租賃款項之現值確認，使用租賃中隱含之利率或(如該利率不能輕易地釐定)使用有關增量借貸利率折現。初始確認後，租賃負債按攤銷成本計量，而利息開支則採用實際利率法計算。租賃負債之計量不包括並非取決於指數或利率之可變租賃付款，因此該等付款於產生的會計期間自損益扣除。

於租賃作資本化時確認之使用權資產初始按成本計量，包括租賃負債之初始金額加上於開始日期或之前支付之任何租賃款項以及任何已產生的初始直接成本。在適用情況下，使用權資產之成本亦包括對拆卸及移除相關資產或修復相關資產或資產所在地盤之估計成本(已折現至其現值)，減去任何已收取之租賃優惠。使用權資產其後按成本減累計折舊及減值虧損列賬(見附註1(h)及1(j)(ii))。折舊乃使用直線法在租期內撇銷使用權資產的成本，減去剩餘價值(如有)計算。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (i) Leased assets (Continued)

#### (i) As a lessee (Continued)

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is calculated using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and hence are charged to profit or loss in the accounting period in which they are incurred.

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see notes 1(h) and 1(j)(ii)). Depreciation is calculated to write-off the costs of right-of-use asset, less a residual value, if any, using the straight-line method over their lease terms.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (i) 租賃資產(續)

#### (i) 作為承租人(續)

當指數或利率變動而引致未來租賃付款改變，或本集團對預期根據剩餘價值擔保應付之金額作出之估計改變，或因重新評估本集團能否合理肯定地行使購買、延期或終止選擇權而引致變動時，會重新計量租賃負債。當租賃負債在此情況下重新計量時，會對使用權資產之賬面值作出相應調整，倘使用權資產之賬面值調減至零，則於損益列賬。

於綜合財務狀況表中，長期租賃負債的流動部分釐定為於報告期後十二個月內到期應結算的合約款項的現值。

本集團於「物業、廠房及設備」中呈報不符合投資物業定義的使用權資產或於「存貨」中呈報於日常業務過程中持作出售的使用權資產，及於綜合財務狀況表中分開呈報租賃負債。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (i) Leased assets (Continued)

#### (i) As a lessee (Continued)

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, or there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or there is a change arising from the reassessment of whether the Group will be reasonably certain to exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

In the consolidated statement of financial position, the current portion of long-term lease liabilities is determined as the present value of contractual payments that are due to be settled within twelve months after the reporting period.

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' or 'inventories' if they are held for sales in the ordinary course of business and presents lease liabilities separately in the consolidated statement of financial position.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (i) 租賃資產(續)

#### (ii) 作為出租人

當本集團作為出租人，本集團於租賃開始時釐定各項租賃屬於融資租賃或經營租賃。倘租賃將相關資產所有權附帶的絕大部分風險及回報轉移至承租人，則分類為融資租賃，否則有關租賃分類為經營租賃。

當合約包括租賃及非租賃部分，本集團按相對獨立售價基準將合約中的代價分配至各部分。經營租賃的租金收入根據附註1(s)(ii)確認。

當本集團為間接出租人時，分租租賃乃參照主租賃所產生之使用權資產分類為融資租賃或經營租賃。倘主租賃為短期租賃且本集團就此應用附註1(i)(i)所述的豁免，則本集團將分租租賃分類為經營租賃。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (i) Leased assets (Continued)

#### (ii) As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. If this is not the case, the lease is classified as an operating lease.

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. The rental income from operating leases is recognised in accordance with note 1(s)(ii).

When the Group is an intermediate lessor, the sub-leases are classified as a finance lease or as an operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the exemption described in note 1(i)(i), then the Group classifies the sub-lease as an operating lease.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值

#### (i) 金融工具、合約資產及應收租賃款項產生的信貸虧損

本集團就以下項目確認預期信貸虧損的虧損撥備：

- 按攤銷成本計量的金融資產(包括現金及現金等價物、貿易及其他應收款項)；
- 國際財務報告準則第15號所界定的合約資產(見附註1(l))；及
- 應收租賃款項。

按公平值計量的金融資產毋須進行預期信貸虧損評估。

#### 計量預期信貸虧損

預期信貸虧損為信貸虧損的概率加權估計。信貸虧損以所有預期現金差額的現值(即根據合約應付予本集團的現金流量與本集團預計收取的現金流量之間的差額)計量。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets

#### (i) Credit losses from financial instruments, contract assets and lease receivables

The Group recognises a loss allowance for ECLs on the following items:

- financial assets measured at amortised cost (including cash and cash equivalents, trade and other receivables);
- contract assets as defined in IFRS 15 (see note 1(l)); and
- lease receivables.

Financial assets measured at fair value are not subject to the ECL assessment.

#### Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all expected cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive).

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

計量預期信貸虧損(續)

倘貼現影響重大，則預期現金差額將採用以下貼現率貼現：

- 定息金融資產、貿易應收款項及其他應收款項以及合約資產：於初步確認時釐定的實際利率或其近似值；
- 浮息金融資產：即期實際利率。

估計預期信貸虧損時所考慮的最長期間為本集團面臨信貸風險的最長合約期間。

於計量預期信貸虧損時，本集團會考慮在無需付出過多成本或努力的情況下即可獲得的合理的支持資料。此包括有關過往事件、現時狀況及未來經濟狀況預測的資料。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Measurement of ECLs (Continued)

The expected cash shortfalls are discounted using the following discount rates where the effect of discounting is material:

- fixed-rate financial assets, trade and other receivables and contract assets: effective interest rate determined at initial recognition or an approximation thereof;
- variable-rate financial assets: current effective interest rate.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

In measuring ECLs, the Group takes into account reasonable and supportable information that is available without undue cost or effort. This includes information about past events, current conditions and forecasts of future economic conditions.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

- (i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)  
計量預期信貸虧損(續)  
預期信貸虧損將按以下基準之一予以計量：

- 12個月預期信貸虧損：指報告日期後12個月內可能發生的違約事件而導致的預期虧損；及
- 存續期預期信貸虧損：指預期信貸虧損模式適用項目之預期年期內所有可能違約事件導致的預期虧損。

貿易應收款項、應收關聯方款項(貿易性質)及合約資產之虧損撥備始終按等同於存續期預期信貸虧損的金額計量。於報告日期，該等金融資產的預期信貸虧損乃根據本集團的歷史信貸虧損經驗使用撥備矩陣進行評估，根據債務人的特定因素及對當前及預計一般經濟狀況的評估進行調整。

就所有其他金融工具而言，本集團會以相等於12個月的預期信貸虧損金額確認虧損撥備，除非自初始確認後該金融工具的信貸風險顯著增加，在此情況下，虧損撥備會以存續期預期信貸虧損金額計量。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

- (i) **Credit losses from financial instruments, contract assets and lease receivables** (Continued)  
*Measurement of ECLs (Continued)*  
ECLs are measured on either of the following bases:

- 12-month ECLs: these are losses that are expected to result from possible default events within the 12 months after the reporting date; and
- lifetime ECLs: these are losses that are expected to result from all possible default events over the expected lives of the items to which the ECL model applies.

Loss allowances for trade receivables, amounts due from related parties (trade nature) and contract assets are always measured at an amount equal to lifetime ECLs. ECLs on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic condition at the reporting date.

For all other financial instruments, the Group recognises a loss allowance equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition, in which case the loss allowance is measured at an amount equal to lifetime ECLs.



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

##### 信貸風險大幅上升

評估金融工具的信貸風險自初步確認以來有否大幅上升時，本集團會比較於呈報日期及於初步確認日期評估的金融工具發生違約的風險。作出重新評估時，本集團認為，倘(i)借款人大可能在本集團無追索權採取變現抵押(如持有)等行動的情況下向本集團悉數支付其信貸債務，或(ii)金融資產逾期90天，則構成違約事件。本集團會考慮合理可靠的定量及定性資料，包括過往經驗及在無需付出過多成本或努力下即可獲得的前瞻性資料。

尤其是，評估信貸風險自初始確認以來是否大幅上升時會考慮以下資料：

- 未能按合約到期日期支付本金或利息；
- 金融工具外部或內部信貸評級的實際或預期顯著惡化(如可獲得)；

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

##### Significant increases in credit risk

In assessing whether the credit risk of a financial instrument has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial instrument assessed at the reporting date with that assessed at the date of initial recognition. In making this reassessment, the Group considers that a default event occurs when (i) the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or (ii) the financial asset is 90 days past due. The Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- failure to make payments of principal or interest on their contractually due dates;
- an actual or expected significant deterioration in a financial instrument's external or internal credit rating (if available);

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

信貸風險大幅上升(續)

- 債務人經營業績的實際或預期顯著惡化；及
- 科技、市場、經濟或法律環境現有或預期的變動對債務人履行其對本集團的義務的能力有重大不利影響。

取決於金融工具的性质，信貸風險大幅上升的評估乃按個別基準或共同基準進行。倘評估為按共同基準進行，金融工具則按共同的信貸風險特徵(如逾期狀況及信貸風險評級)進行分組。

預期信貸虧損於各報告日期進行重新計量以反映金融工具自初始確認以來的信貸風險變動。預期信貸虧損金額的任何變動均於損益中確認為減值收益或虧損。本集團就所有金融工具確認減值收益或虧損，並通過虧損撥備賬對彼等之賬面值作出相應調整，惟投資於按公平值計入其他全面收益的債務證券(可劃轉)除外，其虧損撥備乃於其他全面收益中確認及於公平值儲備中累計(可劃轉)。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Significant increases in credit risk (Continued)

- an actual or expected significant deterioration in the operating results of the debtor; and
- existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

ECLs are remeasured at each reporting date to reflect changes in the financial instruments credit risk since initial recognition. Any change in the ECL amount is recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt securities that are measured at FVOCI (recycling), for which the loss allowance is recognised in other comprehensive income and accumulated in the fair value reserve (recycling).

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

##### 利息收入的計算基準

根據附註1(s)(iv)確認的利息收入乃按金融資產的總賬面值計算，除非該金融資產出現信貸減值，在此情況下，利息收入按金融資產的攤銷成本(即總賬面值減虧損撥備)計算。

於各報告日期，本集團評估金融資產是否出現信貸減值。當發生一項或多項對金融資產估計未來現金流量有不利影響的事件時，金融資產出現信貸減值。

金融資產出現信貸減值的跡象包括以下可觀察事件：

- 債務人出現嚴重財務困難；
- 物業管理及其他服務費收款率大幅減少；
- 違反合約，如欠繳或拖欠利息或本金付款；

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

##### Basis of calculation of interest income

Interest income recognised in accordance with note 1(s)(iv) is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on the amortised cost (i.e. the gross carrying amount less loss allowance) of the financial asset.

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

- significant financial difficulties of the debtor;
- significant decrease in property management and other service fees collection rate;
- a breach of contract, such as a default or delinquency in interest or principal payments;

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

利息收入的計算基準(續)

- 借款人很有可能將告破產或進行其他財務重組；
- 科技、市場、經濟或法律環境出現重大變動，對債務人有不利影響；或
- 由於發行人出現財務困難，證券的活躍市場消失。

#### 撇銷政策

若實際上不可收回款項，本集團則會撇銷(部分或全部)金融資產、應收租賃款項或合約資產的總賬面值。該情況通常出現在本集團確定債務人並無資產或可產生足夠現金流量的收入來源來償還應撇銷的金額。

隨後收回先前撇銷之資產於收回期間在損益中確認為減值撥回。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Basis of calculation of interest income (Continued)

- it becoming probable that the borrower will enter into bankruptcy or other financial reorganisation;
- significant changes in the technological, market, economic or legal environment that have an adverse effect on the debtor; or
- the disappearance of an active market for a security because of financial difficulties of the issuer.

#### Write-off policy

The gross carrying amount of a financial asset, lease receivable or contract asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (ii) 其他非流動資產減值

於各報告期末審閱內部及外部資料，以確定下列資產是否存在減值跡象，或(商譽除外)先前確認的減值虧損是否不再存在或可能已經減少：

- 投資物業；
- 物業、廠房及設備，包括使用權資產；
- 於聯營公司及合營企業的投資；及
- 本公司財務狀況表所列於附屬公司、聯營公司及合營企業的投資。

倘存在任何該等跡象，則估計資產的可收回金額。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (ii) Impairment of other non-current assets

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

- investment properties;
- property, plant and equipment, including right-of-use assets;
- investment in associates and a joint venture; and
- investment in subsidiaries, associates and a joint venture in the Company's statement of financial position.

If any such indication exists, the asset's recoverable amount is estimated.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

## (j) 信貸虧損及資產減值(續)

## (ii) 其他非流動資產減值(續)

- 計算可收回金額  
資產的可收回金額為公平價值減出售成本與使用價值兩者之間的較高者。評估使用價值時，會按反映當時市場對貨幣時間價值及資產特定風險之評估的稅前貼現率，將估計未來現金流量貼現至其現值。倘資產並無產生大致獨立於其他資產所產生的現金流入，則釐定獨立產生現金流入的最小資產組別(即現金產生單位)的可收回金額。
- 確認減值虧損  
倘資產或其所屬現金產生單位的賬面值超過其可收回金額，則於損益中確認減值虧損。就現金產生單位確認的減值虧損首先分配以減少有關現金產生單位(或單位組別)所獲分配的商譽的賬面值，其後按比例用以減少該單位(或單位組別)內其他資產的賬面值，惟資產的賬面值不會減至低於其個別公平價值減出售成本(倘可計量)或使用價值(倘可釐定)。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

## (j) Credit losses and impairment of assets (Continued)

## (ii) Impairment of other non-current assets (Continued)

- *Calculation of recoverable amount*  
The recoverable amount of an asset is the greater of its fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit).
- *Recognition of impairment losses*  
An impairment loss is recognised in profit or loss if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (or group of units) and then, to reduce the carrying amount of the other assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs of disposal (if measurable) or value in use (if determinable).

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (ii) 其他非流動資產減值(續)

##### — 減值虧損撥回

就商譽以外的資產而言，倘用以釐定可收回金額的估算出現有利變動，則撥回減值虧損。商譽的減值虧損不會撥回。

減值虧損之撥回限於資產在過往年度並未確認減值虧損時原應釐定的賬面值。減值虧損之撥回在確認撥回的年度計入損益。

#### (iii) 中期財務報告及減值

根據香港聯合交易所有限公司金融工具上市規則，本集團必須遵照國際會計準則第34號中期財務報告之規定編製財政年度首六個月的中期財務報告。中期結束時，本集團應用的減值測試及撥回標準與財政年度結束時將會採用的相同(見附註1(j)(i)及(ii))。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (ii) Impairment of other non-current assets (Continued)

##### — Reversals of impairment losses

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

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

#### (iii) Interim financial reporting and impairment

Under the Rules Governing the Listing of Financial Instruments on the Stock Exchange of Hong Kong Limited, the Group is required to prepare an interim financial report in compliance with IAS 34, Interim financial reporting, in respect of the first six months of the financial year. At the end of the interim period, the Group applies the same impairment testing, and reversal criteria as it would at the end of the financial year (see notes 1(j) (i) and (ii)).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (j) 信貸虧損及資產減值(續)

#### (iii) 中期財務報告及減值(續)

於中期就商譽確認之減值虧損不會於其後期間撥回。即使只在與中期有關的財政年度結束時進行減值評估將不會導致確認虧損或只會確認輕微虧損，情況亦會一樣。

### (k) 存貨及其他合約成本

#### (i) 存貨

存貨按成本及可變現淨值兩者之較低者列賬。

成本乃以加權平均成本公式計算，並包括所有採購成本、轉換成本以及令存貨達至目前地點及狀況所涉及其他成本。

可變現淨值乃基於估計之售價減去完成及出售將產生之任何估計成本。

存貨出售時，其賬面值會確認為相關收益確認期間的支出。存貨數額撇減至可變現淨值及所有存貨損失會確認為撇減或損失發生期間的支出。撇減存貨之任何撥回金額確認為於撥回發生期間確認為支出的存貨金額的減少部分。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (j) Credit losses and impairment of assets (Continued)

#### (iii) Interim financial reporting and impairment (Continued)

Impairment losses recognised in an interim period in respect of goodwill are not reversed in a subsequent period. This is the case even if no loss, or a smaller loss, would have been recognised had the impairment been assessed only at the end of the financial year to which the interim period relates.

### (k) Inventories and other contract costs

#### (i) Inventories

Inventories are stated at the lower of cost and net realisable value.

Cost is calculated using the weighted average cost formula and comprises all costs of purchase, cost of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is based on estimated selling prices less any estimated costs to be incurred to completion and disposal.

When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised. The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (k) 存貨及其他合約成本(續)

#### (ii) 其他合約成本

其他合約成本指未資本化為存貨(見附註1(k)(i))以及物業、廠房及設備(見附註1(h))的從客戶獲得合約的增量成本或完成與客戶訂立合約的成本。

獲得合約的增量成本指在未獲得合約之情況下本不會產生之本集團為從客戶獲得合約而產生的該等成本(例如增量銷售佣金)。倘成本與將於未來報告期間確認的收益相關且預期將可收回成本，則獲得合約的增量成本於產生時資本化。獲得合約的其他成本於產生時支銷。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (k) Inventories and other contract costs

(Continued)

#### (ii) Other contract costs

Other contract costs are either the incremental costs of obtaining a contract with a customer or the costs to fulfil a contract with a customer which are not capitalised as inventory (see note 1(k)(i)) and property, plant and equipment (see note 1(h)).

Incremental costs of obtaining a contract are those costs that the Group incurs to obtain a contract with a customer that it would not have incurred if the contract had not been obtained e.g. an incremental sales commission. Incremental costs of obtaining a contract are capitalised when incurred if the costs relate to revenue which will be recognised in a future reporting period and the costs are expected to be recovered. Other costs of obtaining a contract are expensed when incurred.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (k) 存貨及其他合約成本(續)

#### (ii) 其他合約成本(續)

倘成本直接與現有合約或可特別認定的預計合約相關；產生或增加日後將用於提供貨品或服務的資源；及預期將被收回，則完成合約的成本會資本化。直接與現有合約或可特別認定的預計合約有關的成本可能包括直接勞務、直接材料、成本分攤、可明確向客戶收取的成本及僅因本集團訂立合約而產生的成本(例如付款予分包商)。完成合約的其他成本(未資本化為存貨、物業、廠房及設備或無形資產)於產生時支銷。

已資本化合約成本按成本減累計攤銷及減值虧損列賬。當合約成本資產的賬面值超過(i)本集團預期因交換資產相關貨品或服務而將收取的代價餘額減(ii)尚未確認為開支之直接與提供該等貨品或服務相關的任何成本的淨額時，確認減值虧損。

已資本化合約成本攤銷於確認資產相關收益時從損益內扣除。收益確認的會計政策載於附註1(s)。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (k) Inventories and other contract costs

(Continued)

#### (ii) Other contract costs (Continued)

Costs to fulfil a contract are capitalised if the costs relate directly to an existing contract or to a specifically identifiable anticipated contract; generate or enhance resources that will be used to provide goods or services in the future; and are expected to be recovered. Costs that relate directly to an existing contract or to a specifically identifiable anticipated contract may include direct labour, direct materials, allocations of costs, costs that are explicitly chargeable to the customer and other costs that are incurred only because the Group entered into the contract (for example, payments to sub-contractors). Other costs of fulfilling a contract, which are not capitalised as inventory, property, plant and equipment or intangible assets, are expensed as incurred.

Capitalised contract costs are stated at cost less accumulated amortisation and impairment losses. Impairment losses are recognised to the extent that the carrying amount of the contract cost asset exceeds the net of (i) remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the asset relates, less (ii) any costs that relate directly to providing those goods or services that have not yet been recognised as expenses.

Amortisation of capitalised contract costs is charged to profit or loss when the revenue to which the asset relates is recognised. The accounting policy for revenue recognition is set out in note 1(s).

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (I) 合約資產及合約負債

倘本集團於根據合約所載支付條款無條件符合資格收取代價之前確認收益(見附註1(s))，即確認合約資產。合約資產根據附註1(j)(i)所載政策就預期信貸虧損進行評估，並於收取代價的權利成為無條件時重新分類為應收款項(見附註1(m))。

倘客戶於本集團確認相關收益之前支付代價，即確認合約負債(見附註1(s))。倘本集團擁有無條件權利可於本集團確認相關收益之前收取不可退還代價，亦將確認合約負債。在此情況下，亦將確認相應的應收款項(見附註1(m))。

就與客戶訂立的單一合約而言，會列報合約資產淨額或合約負債淨額。就多重合約而言，不會按淨額基準列報不相關合約的合約資產及合約負債。

倘合約包括重大融資部分，合約餘額包括根據實際利息法計算的應計利息(見附註1(s)(iv))。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (I) Contract assets and contract liabilities

A contract asset is recognised when the Group recognises revenue (see note 1(s)) before being unconditionally entitled to the consideration under the payment terms set out in the contract. Contract assets are assessed for ECLs in accordance with the policy set out in note 1(j)(i) and are reclassified to receivables when the right to the consideration has become unconditional (see note 1(m)).

A contract liability is recognised when the customer pays consideration before the Group recognises the related revenue (see note 1(s)). A contract liability would also be recognised if the Group has an unconditional right to receive non-refundable consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would also be recognised (see note 1(m)).

For a single contract with the customer, either a net contract asset or a net contract liability is presented. For multiple contracts, contract assets and contract liabilities of unrelated contracts are not presented on a net basis.

When the contract includes a significant financing component, the contract balance includes interest accrued under the effective interest method (see note 1(s)(iv)).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (m) 貿易及其他應收款項

應收款項於本集團擁有無條件權利可收取代價時予以確認。倘代價僅隨時間推移即會成為到期應付，則收取代價的權利為無條件。倘於本集團擁有無條件權利可收取代價之前已確認收益，該金額作為合約資產列報(見附註1(l))。

所有應收款項其後採用實際利息法按攤銷成本減信貸虧損撥備列賬(見附註1(j)(i))。

### (n) 現金及現金等價物

現金及現金等價物包括銀行及手頭現金、存放於銀行及其他金融機構之活期存款，以及購入時於三個月內到期可隨時轉換為已知數額現金且並無重大價值變動風險之短期高流動性投資。現金及現金等價物按照附註1(j)(i)所載之政策就預期信貸虧損進行評估。

### (o) 貿易及其他應付款項

貿易及其他應付款項初步按公平值確認，其後按攤銷成本列賬，惟倘貼現之影響並不重大，則按發票金額列賬。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (m) Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due. If revenue has been recognised before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset (see note 1(l)).

All receivables are subsequently stated at amortised cost, using the effective interest method less allowance for credit losses (see note 1(j)(i)).

### (n) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for expected credit losses (ECL) in accordance with the policy set out in note 1(j)(i).

### (o) Trade and other payables

Trade and other payables are initially recognised at fair value. Subsequent to initial recognition, trade and other payables are stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (p) 僱員福利

##### 短期僱員福利及向界定供款退休計劃供款

薪金、年度花紅、有薪年假、界定供款退休計劃供款及非貨幣利益的成本乃於僱員提供相關服務的年度累計。倘延期付款或結付且其影響屬重大，則該等款項按其現值列賬。

根據中國相關勞工規則及法規向中國地方退休計劃作出的供款於產生時在損益確認為開支。

#### (q) 所得稅

年度所得稅包括即期稅項及遞延稅項資產及負債的變動。即期稅項及遞延稅項資產及負債的變動均在損益確認，惟倘變動與於其他全面收益或直接於權益中確認的項目有關，則有關稅項金額分別於其他全面收益或直接於權益中確認。

即期稅項為年度採用於報告期末已頒佈或實質已頒佈的稅率計算的應課稅收入的預期應付稅項，以及就過往年度應付稅項作出的任何調整。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (p) Employee benefits

##### Short-term employee benefits and contributions to defined contribution retirement plans

Salaries, annual bonuses, paid annual leave, contributions to defined contribution retirement plans and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees. Where payment or settlement is deferred and the effect would be material, these amounts are stated at their present values.

Contributions to the PRC local retirement schemes pursuant to the relevant labour rules and regulations in the PRC are recognised as an expense in profit or loss as incurred.

#### (q) Income tax

Income tax for the year comprises current tax and movements in deferred tax assets and liabilities. Current tax and movements in deferred tax assets and liabilities are recognised in profit or loss except to the extent that they relate to items recognised in other comprehensive income or directly in equity, in which case the relevant amounts of tax are recognised in other comprehensive income or directly in equity, respectively.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

## (q) 所得稅(續)

遞延稅項資產及負債分別因資產及負債就財務報告的賬面值及計稅基準兩者間的可予扣減及應課稅的暫時差額所產生。遞延稅項資產亦會因未動用稅項虧損及未動用稅項抵免而產生。

除若干少數例外情況外，所有遞延稅項負債及所有遞延稅項資產均於未來可能有應課稅利潤用以抵銷可動用資產時確認。可支持確認源自可扣稅暫時差額的遞延稅項資產的未來應課稅利潤包括源自撥回現有應課稅暫時差額者，惟該等差額須與相同稅務機關及相同應課稅實體有關，並預期於撥回可扣稅暫時差額的同一期間或源自遞延稅項資產的稅項虧損可撥回或結轉的期間撥回。在釐定現有應課稅暫時差額是否支持確認因未動用稅項虧損及抵免產生的遞延稅項資產時，亦會採用相同的標準，即倘該等差額與相同稅務機關及相同應課稅實體有關，且預期在可動用稅項虧損或抵免期間內撥回，則會計入該等差額。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

## (q) Income tax (Continued)

Deferred tax assets and liabilities arise from deductible and taxable temporary differences respectively, being the differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets also arise from unused tax losses and unused tax credits.

Apart from certain limited exceptions, all deferred tax liabilities, and all deferred tax assets to the extent that it is probable that future taxable profits will be available against which the asset can be utilised, are recognised. Future taxable profits that may support the recognition of deferred tax assets arising from deductible temporary differences include those that will arise from the reversal of existing taxable temporary differences, provided those differences relate to the same taxation authority and the same taxable entity, and are expected to reverse either in the same period as the expected reversal of the deductible temporary difference or in periods into which a tax loss arising from the deferred tax asset can be carried back or forward. The same criteria are adopted when determining whether existing taxable temporary differences support the recognition of deferred tax assets arising from unused tax losses and credits, that is, those differences are taken into account if they relate to the same taxation authority and the same taxable entity, and are expected to reverse in a period, or periods, in which the tax loss or credit can be utilised.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (q) 所得稅(續)

確認遞延稅項資產及負債的有限例外情況為因不可扣稅商譽及不影響會計處理及應課稅利潤的資產或負債的初始確認(須並非為業務合併的一部分)產生的暫時差額，以及與於附屬公司的投資有關的暫時差額(如屬應課稅差額，只限於本集團可控制撥回的時間且在可預見將來不大可能撥回該等差額；或如屬可扣稅差額，則除非很可能在將來撥回的差額)。

確認遞延稅項的金額是根據該等資產及負債的賬面值之預期實現或結算的方式，按在報告期末已頒佈或實質上已頒佈的稅率計算。遞延稅項資產及負債並未貼現。

遞延稅項資產的賬面值會於各報告期末檢討，並減至不再可能取得足夠應課稅利潤以動用有關稅務優惠時為止。任何減幅會於可能取得足夠應課稅利潤時撥回。

因派發股息而產生之額外所得稅於確認支付相關股息的責任時獲確認。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (q) Income tax (Continued)

The limited exceptions to recognition of deferred tax assets and liabilities are those temporary differences arising from goodwill not deductible for tax purposes, the initial recognition of assets or liabilities that affect neither accounting nor taxable profit (provided they are not part of a business combination), and temporary differences relating to investments in subsidiaries to the extent that, in the case of taxable differences, the Group controls the timing of the reversal and it is probable that the differences will not reverse in the foreseeable future, or in the case of deductible differences, unless it is probable that they will reverse in the future.

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and is reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow the related tax benefit to be utilised. Any such reduction is reversed to the extent that it becomes probable that sufficient taxable profits will be available.

Additional income taxes that arise from the distribution of dividends are recognised when the liability to pay the related dividends is recognised.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

## (q) 所得稅(續)

即期稅項結餘及遞延稅項結餘以及其變動分開列示，並不予互相抵銷。即期稅項資產與即期稅項負債以及遞延稅項資產與遞延稅項負債只會在本公司或本集團有法定執行權以即期稅項資產抵銷即期稅項負債，並在滿足下列額外條件的情況下，才可互相抵銷：

- 就即期稅項資產及負債而言，本公司或本集團擬按淨額基準結算，或同時變現該資產及清償該負債；或
- 遞延稅項資產及負債方面，倘其與相同稅務機關就以下其中一項徵收的所得稅有關：
  - 相同應課稅實體；或
  - 不同應課稅實體，擬在預期有重大金額的遞延稅項負債或資產須予清償或收回的每個未來期間，按淨額基準變現即期稅項資產及清償即期稅項負債，或同時變現即期稅項資產及清償即期稅項負債。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

## (q) Income tax (Continued)

Current tax balances and deferred tax balances, and movements therein, are presented separately from each other and are not offset. Current tax assets are offset against current tax liabilities, and deferred tax assets against deferred tax liabilities, if the Company or the Group has the legally enforceable right to set off current tax assets against current tax liabilities and the following additional conditions are met:

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



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (r) 撥備及或然負債

當本集團或本公司須就過往事件承擔法定或推定責任經濟利益流出，且有關金額能夠可靠地估計時，則須就此確認撥備。倘貨幣的時間價值乃屬重大，則撥備按結算債務的預期支出的現值列示。

倘不可能對經濟利益的流出作出要求，或無法對有關數額作出可靠估計，則會將該責任披露為或然負債，除非經濟利益流出的可能性極微。其存在僅能以一宗或以上未來事件的發生與否來確定的潛在責任，除非經濟利益流出的可能性極微，否則亦披露為或然負債。

#### (s) 收入及其他收益確認

當於本集團的一般業務過程中銷售貨物及提供服務或他人租用本集團資產產生收益時，本集團將收益分類為收入。

當產品或服務的控制權轉移至客戶或承租人有權使用資產時，按本集團將有權收取的承諾代價金額確認收入，不包括代表第三方收取的款項。收入不包括增值稅或其他銷售稅，乃經扣除任何貿易折扣。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (r) Provisions and contingent liabilities

Provisions are recognised when the Group or the Company has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

#### (s) Revenue and other income recognition

Income is classified by the Group as revenue when it arises from sale of goods, the provision of services or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

Revenue is recognised when control over a product or service is transferred to the customer, or the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Revenue excludes value-added tax or other sales taxes and is after deduction of any trade discounts.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (s) 收入及其他收益確認(續)

倘合約載有向客戶提供重大融資福利超過12個月的融資部分，收入按應收款項的現值計量，採用將於與客戶的單獨融資交易中反映的貼現率進行貼現，而利息收入則按實際利率法單獨應計。倘合約載有向本集團提供重大融資福利的融資部分，則根據合約確認的收入包括採用實際利率法就合約負債應計的利息開支。本集團利用國際財務報告準則第15號第63段的實際權宜方法，並不調整在融資期間為12個月或以下情況下重大融資部分任何影響的代價。

本集團收入及其他收益確認政策的進一步詳情如下：

#### (i) 物業管理服務、非業主增值服務及5S增值服務

就物業管理服務而言，本集團可根據屆時已完成履約價值按有權開具發票的金額確認收益。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (s) Revenue and other income recognition (Continued)

Where the contract contains a financing component which provides a significant financing benefit to the customer for more than 12 months, 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 with the customer, and interest income is accrued separately under the effective interest method. Where the contract contains a financing component which provides a significant financing benefit to the Group, revenue recognised under that contract includes the interest expense accreted on the contract liability under the effective interest method. The Group takes advantage of the practical expedient in paragraph 63 of IFRS 15 and does not adjust the consideration for any effects of a significant financing component if the period of financing is 12 months or less.

Further details of the Group's revenue and other income recognition policies are as follows:

#### (i) Property management service, value-added services to non-property owners and 5S value-added services

For property management service, the Group recognises revenue in the amount to which the Group has the right to invoice based on the value of performance completed to date.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (s) 收入及其他收益確認(續)

##### (i) 物業管理服務、非業主增值服務及5S增值服務(續)

就來自包幹制管理物業的物業管理服務收入而言，本集團作為委託人，有權按收取的物業管理服務費價值收取收入。就來自酬金制管理物業的物業管理服務收入而言，本集團作為業主代理，有權按預先訂明百分比或業主應支付的固定金額的物業管理服務費收取收入。

非業主增值服務主要包括於交付前階段向物業開發商提供的諮詢服務、保潔、綠化、維修、保養服務。本集團基於相關履約責任隨時間的完成進度確認收益。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (s) Revenue and other income recognition (Continued)

##### (i) Property management service, value-added services to non-property owners and 5S value-added services (Continued)

For property management service income arising from properties managed under lump sum basis, where the Group acts as principal, the Group entitles to revenue at the value of property management service fee received. For property management service income arising from properties managed under commission basis, where the Group acts as an agent of the property owners, the Group entitles to revenue at a pre-determined percentage or fixed amount of the property management service fees the property owners are obligated to pay.

Value-added services to non-property owners mainly include consulting services to property developers and cleaning, greening, repair and maintenance services to property developers at the pre-delivery stage. The Group recognises revenue over time by reference to the progress towards complete satisfaction of the relevant performance obligation.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (s) 收入及其他收益確認(續)

#### (i) 物業管理服務、非業主增值服務及5S增值服務(續)

5S增值服務主要包括向業主提供家政服務、經紀服務、銷售傢俱、車位及儲藏室以及其他社區增值服務。就銷售貨品(包括銷售傢俱、車位及儲藏室)及經紀服務而言，本集團於業主佔有及接納貨品及服務的時間點確認收入。就家政服務及其他社區增值服務而言，本集團於提供服務時確認收入。家政服務及其他社區增值服務一般可於提供服務後立即收費。

#### (ii) 經營租賃所得租賃收入

根據經營租賃應收租賃收入於租賃期所涵蓋期間，以等額方式於損益確認，惟倘有其他基準更能代表使用租賃資產所得收益的模式則除外。已授出的租賃優惠於損益確認為應收淨租賃付款總額的組成部分。並非取決於指數或利率之可變租賃付款於產生的會計期間確認為收入。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (s) Revenue and other income recognition (Continued)

#### (i) Property management service, value-added services to non-property owners and 5S value-added services (Continued)

5S value-added services mainly include housekeeping services, brokerages services, sales of furniture, parking places and storage rooms and other community value-added services to property owners. For sales of goods, including sales of furniture, parking places and storage rooms, and brokerage services, the Group recognises revenue at point in time when the property owners take possession of and accept the goods and services. For housing keeping services and other community value-added services, the Group recognises revenue when the services are rendered. Housing keeping services and other community value-added services are normally billable immediately upon the services are provided.

#### (ii) Rental income from operating leases

Rental income receivable under operating leases is recognised in profit or loss in equal instalments over the periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the use of the leased asset. Lease incentives granted are recognised in profit or loss as an integral part of the aggregate net lease payments receivable. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are earned.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (s) 收入及其他收益確認(續)

##### (iii) 股息

非上市投資的股息收入於權益股東收取付款的權利獲確定時確認。

##### (iv) 利息收入

利息收入於採用實際利息法計算時確認。就按攤銷成本或按公平值計入其他全面收益(可劃轉)計量且並無信貸減值的金融資產而言，實際利率適用於資產的總賬面值。就信貸減值的金融資產而言，實際利率適用於資產的攤銷成本(即總賬面值減虧損撥備)(見附註1(j)(i))。

##### (v) 政府補助

倘可合理保證將收取政府補助且本集團將符合其附帶條件，則政府補助於財務狀況表中初步確認。用於補償本集團已產生開支的補助在開支產生的相同期間有系統地在損益中確認為收入。用於補償本集團資產成本的補助初步確認為遞延收入，並透過於其他收入中確認的方式於資產可使用年期內按直線法攤銷至損益。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (s) Revenue and other income recognition (Continued)

##### (iii) Dividends

Dividend income from unlisted investments is recognised when the equity shareholder's right to receive payment is established.

##### (iv) Interest income

Interest income is recognised as it accrues using the effective interest method. For financial assets measured at amortised cost or FVOCI (recycling) that are not credit-impaired, the effective interest rate is applied to the gross carrying amount of the asset. For credit-impaired financial assets, the effective interest rate is applied to the amortised cost (i.e. gross carrying amount net of loss allowance) of the asset (see note 1(j)(i)).

##### (v) Government grants

Government grants are recognised in the statement of financial position initially when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them. Grants that compensate the Group for expenses incurred are recognised as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred. Grants that compensate the Group for the cost of an asset are recognised initially as deferred income and amortised to profit or loss on a straight-line basis over the useful life of the asset by way of recognition in other revenues.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

## (t) 外幣換算

年內的外幣交易按交易日的匯率換算。以外幣計值的貨幣資產及負債則按報告期末的匯率換算。匯兌損益於損益中確認。

以外幣按歷史成本計量的非貨幣性資產及負債，乃按交易日的匯率換算。交易日即本集團首次確認該等非貨幣性資產或負債的日期。以外幣計值及按公平值入賬的非貨幣性資產及負債乃按公平值計量之日的匯率換算。

海外業務之業績乃按交易日的相若匯率換算為人民幣。財務狀況表項目乃按報告期末的收市匯率換算為人民幣。所產生的匯兌差額乃於其他全面收益內確認，並於匯兌儲備的權益中分開累計。

在出售海外業務時，與該海外業務相關的匯兌差額累計金額會在確認出售的損益時自權益重新分類至損益。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

## (t) Translation of foreign currencies

Foreign currency transactions during the year are translated at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rates ruling at the end of the reporting period. Exchange gains and losses are recognised in profit or loss.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates. The transaction date is the date on which the Group initially recognises such non-monetary assets or liabilities. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated using the foreign exchange rates ruling at the dates the fair value was measured.

The results of foreign operations are translated into RMB at the exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Statement of financial position items are translated into RMB at the closing foreign exchange rates at the end of the reporting period. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in equity in the exchange reserve.

On disposal of a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation is reclassified from equity to profit or loss when the profit or loss on disposal is recognised.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (u) 關聯方

- (a) 在以下情況下，某人士或其近親家庭成員與本集團有關聯：
- (i) 對本集團有控制權或共同控制權；
  - (ii) 對本集團有重大影響力；或
  - (iii) 是本集團或本集團母公司的主要管理人員的成員。
- (b) 在以下任何情況下，某實體與本集團有關聯：
- (i) 該實體及本集團均是同一集團的成員公司(意指母公司、附屬公司及同系附屬公司各自有關聯)。
  - (ii) 某實體是另一實體的聯營公司或合營企業(或另一實體為成員公司的某集團的成員公司的聯營公司或合營企業)。
  - (iii) 兩家實體均是同一第三方的合營企業。
  - (iv) 某實體是第三方實體的合營企業而另一實體則是該第三方實體的聯營公司。
  - (v) 該實體是旨在提供福利予本集團或與本集團有關聯的實體的僱員的離職後福利計劃。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (u) Related parties

- (a) A person, or a close member of that person's family, is related to the Group if that person:
- (i) has control or joint control over the Group;
  - (ii) has significant influence over the Group; or
  - (iii) is a member of the key management personnel of the Group or the Group's parent.
- (b) An entity is related to the Group if any of the following conditions applies:
- (i) the entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
  - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
  - (iii) both entities are joint ventures of the same third party.
  - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.
  - (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.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 1 重大會計政策(續)

### (u) 關聯方(續)

#### (b) (續)

- (vi) 該實體受(a)項中所識別的人士控制或共同控制。
- (vii) 在(a)(i)項中所識別的人士對該實體有重大影響力，或該人士是該實體(或該實體的母公司)的主要管理人員的成員。
- (viii) 向本集團或向本集團之母公司提供主要管理人員服務之實體或其所屬集團之任何成員公司。

某人士的近親家庭成員為在與實體交易時預期會影響該名人士或受到該名人士影響的家庭成員。

### (v) 分部報告

經營分部及財務報表所報告各分部項目的金額，乃從為向本集團各服務領域及地理位置分配資源及評估其業績而定期向本集團最高行政管理層提供的財務資料中識別出來。

## 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

### (u) Related parties (Continued)

#### (b) (Continued)

- (vi) the entity is controlled or jointly controlled by a person identified in (a).
- (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) the entity, or any member of a Group of which it is a part, provides key management personnel services to the Group or to the Group's parent.

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

### (v) Segment reporting

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



# 綜合財務報表附註

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 1 重大會計政策(續)

#### (v) 分部報告(續)

就財務報告而言，個別重大的經營分部不會合併計算，除非該等分部具有類似經濟特性，且在產品及服務性質、生產工序性質、客戶類型或類別、分銷產品或提供服務所採用的方法及監管環境的性質等方面相似。倘個別不重大的經營分部符合該等標準中的大部分標準，則可進行合併計算。

### 2 會計判斷及估計

估計及判斷會予以持續評估及基於過往經驗及其他因素，包括於有關情況下相信為合理的未來事件預期。

編製該等財務報表時的不確定因素估計的主要來源如下：

#### (i) 貿易及其他應收款項減值

貿易及其他應收款項減值撥備乃基於與預期信貸虧損率的風險有關的假設作出。本集團於作出該等假設及選擇計算有關減值虧損的輸入數據時對判斷作出調整，一般基於可獲得的客戶過往數據、現有市況(包括於各報告期末的前瞻性估計)。若有關假設及判斷出現任何變動，均會影響將予確認的預期信貸虧損，從而影響未來年度的純利。

### 1 SIGNIFICANT ACCOUNTING POLICIES

(Continued)

#### (v) Segment reporting (Continued)

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

### 2 ACCOUNTING JUDGEMENT AND ESTIMATES

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Key sources of estimation uncertainty in the preparation of these financial statements are as follows:

#### (i) Impairment for trade and other receivables

The impairment allowances for trade and other receivables are based on assumptions about risk of expected credit loss rates. The Group adjusts judgement in making these assumption and selecting inputs for computing such impairment loss, broadly based on the available customers' historical data, existing market conditions including forward looking estimates at the end of each reporting period. Any change in such assumptions and judgement would affect the expected credit loss to be recognised and hence the net profit in future years.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

**2 會計判斷及估計(續)****(ii) 遞延稅項資產的確認**

有關已結轉的稅項虧損及可抵扣暫時差額的遞延稅項資產，乃使用於各報告日期結束時已頒佈或實質上已頒佈的稅率，按照相關資產及負債賬面值的預期變現或結算方式確認及計量。在釐定遞延稅項資產的賬面值時，會對預期應課稅利潤作出估計，當中涉及多項有關本集團經營環境的假設，並需要董事作出大量判斷。若有關假設及判斷出現任何變動，均會影響將予確認的遞延稅項資產的賬面值，從而影響未來年度的純利。

**3 收入及分部報告****(a) 收入**

本集團的主要業務為物業管理服務、非業主增值服務及5S增值服務。

收入指物業管理服務、非業主增值服務及5S增值服務所得收入。

**2 ACCOUNTING JUDGEMENT AND ESTIMATES (Continued)****(ii) Recognition of deferred tax assets**

Deferred tax assets in respect of tax losses carried forward and deductible temporary differences are recognised and measured based on the expected manner of realisation or settlement of the carrying amount of the relevant assets and liabilities, using tax rates enacted or substantively enacted at the end of each reporting date. In determining the carrying amounts of deferred tax assets, expected taxable profits are estimated which involves a number of assumptions relating to the operating environment of the Group and require a significant level of judgement exercised by the directors. Any change in such assumptions and judgement would affect the carrying amounts of deferred tax assets to be recognised and hence the net profit in future years.

**3 REVENUE AND SEGMENT REPORT****(a) Revenue**

The principal activities of the Group are property management services, value-added services to non-property owners and 5S value-added services.

Revenue represents income from property management services, value-added services to non-property owners and 5S value-added services.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 3 收入及分部報告(續)

#### (a) 收入(續)

各主要類別收入的金額如下：

### 3 REVENUE AND SEGMENT REPORT

(Continued)

#### (a) Revenue (Continued)

The amount of each significant category of revenue are as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
屬於國際財務報告準則第15號範圍的客戶合約收入	<b>Revenue from contracts with customers within the scope of IFRS 15</b>		
隨時間的推移所確認的收入：	<b>Revenue recognised over time:</b>		
物業管理服務	Property management services	<b>840,546</b>	554,241
非業主增值服務	Value-added services to non-property owners	<b>419,542</b>	312,014
5S增值服務	5S value-added services	<b>40,921</b>	33,858
		<b>1,301,009</b>	900,113
於某時間點確認的收入：	<b>Revenue recognised at point in time:</b>		
5S增值服務(附註)	5S value-added services (note)	<b>97,016</b>	59,496
		<b>1,398,025</b>	959,609
其他來源收入	<b>Revenue from other sources</b>		
5S增值服務	5S value-added services		
— 投資物業租金收入	— Rental income from investment properties	<b>922</b>	592
		<b>1,398,947</b>	960,201

附註：就涉及貨品銷售(包括銷售傢俱、車位及儲藏室)以及物業銷售及租賃經紀服務的5S增值服務而言，本集團於業主佔有及接納貨品及服務的時間點確認收入。

Note: For 5S value-added services that involve sale of goods, including sales of furniture, parking places and storage rooms, and brokerage services for property sales and leasing, the Group recognises revenues at point in time when the property owners take possession of and accept the goods and services.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 3 收入及分部報告(續)

#### (a) 收入(續)

截至2021年12月31日止年度，本集團與一名截至2021年12月31日止年度單獨佔總收入10%以上的客戶有交易(2020年：一名)。

#### (i) 於報告日期存在的客戶合約所產生的收入預期將於日後確認

就物業管理服務及非業主增值服務而言，本集團按本集團有權開具發票且與迄今已完成的履約價值直接對應的金額確認收入。本集團已選擇實用的權宜之計，以致毋須披露該等類型合約之剩餘履約責任。大部分物業管理服務合約並無固定年期。諮詢服務合約的年期一般設定為於合約對方通知本集團不再需要該等服務時屆滿。

### 3 REVENUE AND SEGMENT REPORT

(Continued)

#### (a) Revenue (Continued)

For the year ended 31 December 2021, the Group had transactions with one customer exceeding 10% individually of its total revenue for the year ended 31 December 2021 (2020: one).

#### (i) Revenue expected to be recognised in the future arising from contracts with customers in existence at the reporting date

For property management services and value-added services to non-property owners, the Group recognises revenue in the amount to which the Group has a right to invoice that corresponds directly with the value of performance completed to date. The Group has elected the practical expedient for not to disclose the remaining performance obligations for these type of contracts. The majority of the property management service contracts do not have a fixed term. The term of the contracts for consulting services is generally set to expire when the counterparties notify the Group that the services are no longer required.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 3 收入及分部報告(續)

#### (a) 收入(續)

- (i) 於報告日期存在的客戶合約所產生的收入預期將於日後確認(續)

就涉及提供服務的業主增值服務而言，該等服務乃於短期內提供且於各報告期末並無未履行的履約責任。就涉及銷售定製室內裝飾服務中傢俱的業主增值服務而言，於2021年12月31日，分配至本集團現有合約下剩餘履約責任的交易價總額為人民幣15,887,000元(2020年：人民幣7,416,000元)。於2021年12月31日之金額包括傢俱銷售合約之權益部分，本集團於該等合約下自客戶獲取重大融資利益(見附註1(s))。本集團將於傢俱派送至客戶並由其接收後確認預期收入如下：

### 3 REVENUE AND SEGMENT REPORT

(Continued)

#### (a) Revenue (Continued)

- (i) **Revenue expected to be recognised in the future arising from contracts with customers in existence at the reporting date** (Continued)

For value-added services to property owners that involved provision of services, they are rendered in a short period of time and there is no unsatisfied performance obligation at the end of each reporting period. For value-added services to property owners that involved in sales of furniture in customised interior furnishing services, the aggregated amount of the transaction price allocated to the remaining performance obligations under the Group's existing contracts as at 31 December 2021 is RMB15,887,000 (2020: RMB7,416,000). The amount as at 31 December 2021 includes the interest component of sales of furniture contracts under which the Group obtains significant financing benefits from the customers (see note 1(s)). The Group will recognise the expected revenue in future when the furniture is delivered to and accepted by the customers as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
2021年	2021	—	5,685
2022年	2022	14,459	997
2023年	2023	1,428	734
		15,887	7,416

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 3 收入及分部報告(續)

#### (b) 分部報告

本公司董事已被確認為本集團最高行政管理層。經營分部乃基於本集團最高行政管理層於向分部配置資源及評估其業績時定期審閱的內部報告予以確定。

本集團的最高行政管理層根據內部管理職能作出資源配置決策，並將本集團的業務表現作為一項綜合業務(而非按單獨的業務領域或地理區域進行劃分)進行評估。因此，本集團僅擁有一個經營分部，因此並無呈列任何分部資料。

由於本集團所有收入均來自位於中國之業務及客戶，且本集團非流動資產的幾乎所有賬面值位於中國，因此並無列示任何地區分部分析。

### 3 REVENUE AND SEGMENT REPORT

(Continued)

#### (b) Segment reporting

The directors of the Company have been identified as the Group's most senior executive management. Operating segments are identified on the basis of internal reports that Group's most senior executive management reviews regularly in allocating resource to segments and in assessing their performances.

The Group's most senior executive management makes resources allocation decisions based on internal management functions and assess the Group's business performance as one integrated business instead of by separate business lines or geographical regions. Accordingly, the Group has only one operating segment and therefore, no segment information is presented.

No geographical segment analysis is shown as all of the Group's revenue are derived from activities in, and from customers located in the PRC and almost all of carrying values of the Group's non-current assets are situated in the PRC.

### 4 其他收入及其他收益／(虧損)淨額

### 4 OTHER REVENUE AND OTHER NET INCOME/(LOSS)

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
其他收入	<b>Other revenue</b>		
政府補助(附註(i))	Government grants (note (i))	6,676	8,403
其他	Others	3,270	1,918
		<b>9,946</b>	10,321

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 4 其他收入及其他收益／(虧損)淨額 (續)

- (i) 政府補助主要指地方市政府機關提供的無條件酌情財務支援。截至2021年12月31日止年度，本集團並無收取相關政府機構有關2019新型冠狀病毒病(「COVID-19」)的補助收入(截至2020年12月31日止年度：人民幣4,880,000元)。

### 4 OTHER REVENUE AND OTHER NET INCOME/(LOSS) (Continued)

- (i) Government grants mainly represent unconditional discretionary financial support from local municipal government authorities. During the year ended 31 December 2021, the Group did not receive any subsidy income from the relevant government in relation to the impact of the Coronavirus Disease 2019 (“COVID-19”) (the year ended 31 December 2020: RMB4,880,000).

	2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
<b>其他收益／(虧損)淨額</b>		
出售物業、廠房及設備的 虧損淨額	(524)	(57)
按公平值計入損益的已變 現及未變現收益淨額	408	780
外匯收益／(虧損)淨額	924	(1,267)
	<b>808</b>	<b>(544)</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 5 除稅前利潤

除稅前利潤已扣除／(計入)：

### 5 PROFIT BEFORE TAXATION

Profit before taxation is arrived at after charging/  
(crediting):

#### (a) 融資收益淨額

#### (a) Net finance income

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
銀行存款利息收入	Interest income on bank deposits	<b>(32,861)</b>	(30,973)
客戶墊款利息開支 (附註18)	Interest expense on advance payments from customers (note 18)	<b>553</b>	366
租賃負債利息(附註17(c))	Interest on lease liabilities (note 17(c))	<b>136</b>	175
融資收益淨額	Net finance income	<b>(32,172)</b>	(30,432)

#### (b) 員工成本

#### (b) Staff costs

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
薪金及其他福利	Salaries and other benefits	<b>552,039</b>	388,432
界定供款計劃供款 (附註(i))	Contributions to defined contribution scheme (note (i))	<b>49,773</b>	23,777
		<b>601,812</b>	412,209
計入：	<b>Included in:</b>		
銷售成本	Cost of sales	<b>569,129</b>	392,912
行政開支	Administrative expenses	<b>30,968</b>	18,912
銷售及營銷開支	Selling and marketing expenses	<b>1,715</b>	385
		<b>601,812</b>	412,209



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 5 除稅前利潤(續)

### (b) 員工成本(續)

- (i) 本集團的中國附屬公司僱員須參加由地方市政府管理及運營的界定供款計劃。本集團的中國附屬公司乃按地方市政府同意的僱員薪金若干百分比向計劃供款，以撥支僱員退休福利。

除上述年度供款外，本集團概無其他與該等計劃相關的退休福利付款的重大責任。

受 COVID-19 影響，政府自 2020 年 2 月起頒佈社會保險減免等多項政策，以促進經濟活動復甦，導致截至 2020 年 12 月 31 日止年度定額供款計劃及其他社會保險供款分別獲減免人民幣 9,675,000 元及人民幣 5,557,000 元。

## 5 PROFIT BEFORE TAXATION (Continued)

### (b) Staff costs (Continued)

- (i) Employees of the Group's PRC subsidiaries are required to participate in a defined contribution scheme administered and operated by the local municipal governments. The Group's PRC subsidiaries contribute funds which are calculated on certain percentages of the employee salary as agreed by the local municipal government to the scheme to fund the retirement benefits of the employees.

The Group has no other material obligation for the payment of retirement benefits associated with these schemes beyond the annual contributions described above.

Due to the impact of COVID-19, a number of policies including the relief of social insurance have been promulgated by the government since February 2020 to expedite resumption of economic activities, which resulted in the relief of contributions to defined contribution scheme of RMB9,675,000 and other social insurance of RMB5,557,000 during the year ended 31 December 2020.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

5 除稅前利潤(續)  
(c) 其他項目

5 PROFIT BEFORE TAXATION (Continued)  
(c) Other items

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
折舊(附註10)	Depreciation (note 10)		
— 自有物業、廠房及設備	— owned property, plant and equipment	4,219	3,347
— 使用權資產	— right-of-use assets	1,035	2,160
— 投資物業	— investment properties	849	425
		<b>6,103</b>	5,932
與短期租賃有關的開支	Expenses related to short-term leases	5,950	3,670
核數師酬金	Auditors' remuneration		
— 年度核數服務	— annual audit services	1,700	1,600
— 審閱服務	— review services	500	500
存貨成本	Cost of inventories	13,223	29,494

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 6 綜合損益及其他全面收益表的所得稅

(a) 於綜合損益及其他全面收益表內的稅項指：

### 6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(a) Taxation in the consolidated statement of profit or loss and other comprehensive income represents:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
<b>即期稅項</b>	<b>Current tax</b>		
中國企業所得稅	PRC Corporate Income Tax	<b>104,541</b>	70,880
過往年度撥備不足	Under-provision in respect of prior years	<b>86</b>	2
		<b>104,627</b>	70,882
<b>遞延稅項</b>	<b>Deferred tax</b>		
暫時差額的產生及撥回 (附註21(b))	Origination and reversal of temporary differences (note 21(b))	<b>(6,430)</b>	(7,204)
		<b>98,197</b>	63,678

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 6 綜合損益及其他全面收益表的所得稅 (續)

#### (b) 稅項開支與按適用稅率計算的會計利潤之對賬：

### 6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Continued)

#### (b) Reconciliation between tax expense and accounting profit at applicable tax rates:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
除稅前利潤	Profit before taxation	<b>423,218</b>	283,952
按相關稅務司法權區利潤適用之稅率計算除稅前利潤之名義稅項(附註(i))	Notional tax on profit before taxation, calculated at the rates applicable to profits in the tax jurisdictions concerned (note (i))	<b>97,947</b>	62,408
不可扣稅開支(已扣除免稅收入)之稅務影響	Tax effect of non-deductible expenses, net of non-taxable income	<b>951</b>	822
應佔一家聯營公司及合營企業業績之稅務影響	Tax effect of share of results of associates and a joint venture	<b>(315)</b>	(140)
未確認未動用稅項虧損之稅項影響	Tax effect of unused tax losses not recognised	<b>354</b>	830
動用過往未確認稅項虧損	Utilisation of tax losses previously not recognised	<b>(826)</b>	(244)
過往年度撥備不足	Under-provision in respect of prior years	<b>86</b>	2
實際稅項開支	Actual tax expense	<b>98,197</b>	63,678

(i) 根據開曼群島及英屬維爾京群島的規則及規例，本集團毋須繳納開曼群島及英屬維爾京群島的任何所得稅。

(i) Pursuant to the rules and regulations of the Cayman Island and the BVI, the Group is not subject to any income tax in the Cayman Islands and the BVI.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 6 綜合損益及其他全面收益表的所得稅 (續)

### (b) 稅項開支與按適用稅率計算的會計利潤之對賬：(續)

於香港註冊成立的本集團附屬公司須就報告期間繳納香港利得稅的收入之適用所得稅稅率為16.5%。2018年推出利得稅兩級制，公司賺取的首2百萬港元應課稅利潤將按當前稅率的一半(8.25%)課稅，餘下利潤仍按16.5%課稅。由於於報告期間，本集團並無賺取任何須繳納香港利得稅的收入，故本集團並無就香港利得稅作出撥備(2020年：零)。

本集團的中國附屬公司須按25%的稅率繳納中國所得稅。對於2021年確認為小利潤企業的若干附屬公司，每年不超過人民幣1百萬元的應課稅收入部分，按減免後的稅率12.5%(2020年：25%)計算為應課稅收入，按20%(2020年：20%)的稅率繳納企業所得稅。每年超過人民幣1百萬元但不超過人民幣3百萬元的應課稅收入部分，按減免後的稅率50%(2020年：50%)計算為應課稅收入，按20%(2020年：20%)的稅率繳納企業所得稅。

## 6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Continued)

### (b) Reconciliation between tax expense and accounting profit at applicable tax rates: (Continued)

The income tax rate applicable to the Group's subsidiary incorporated in Hong Kong for the income subject to Hong Kong Profits Tax during the reporting period is 16.5%. A two-tiered profits tax rates regime was introduced in 2018 whereby the first HKD2 million in assessable profits earned by a company will be taxed at half of the current tax rate (8.25%) while the remaining profits will continue to be taxed at 16.5%. No provision for Hong Kong Profits Tax has been made as the Group did not earn any income subject to Hong Kong Profits Tax during the reporting period (2020: Nil).

The Group's PRC subsidiaries are subject to PRC income tax at 25%. For certain subsidiaries recognised as a small profit enterprise in 2021, the portion of annual taxable income amount, which does not exceed RMB1 million, shall be computed at a reduced rate of 12.5% (2020:25%) as taxable income amount, and be subject to enterprise income tax at 20% (2020:20%). And the portion of annual taxable income, which exceeds RMB1 million but does not exceed RMB3 million, shall be computed at a reduced rate of 50% (2020:50%) as taxable income amount, and be subject to enterprise income tax at 20% (2020:20%).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 7 董事薪酬

根據香港公司條例第383(1)條及公司(披露董事權益資料)規例第2部披露的董事薪酬如下：

### 7 DIRECTORS' EMOLUMENTS

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

		截至2021年12月31日止年度 Year ended 31 December 2021				
		董事袍金 Directors' fees 人民幣千元 RMB'000	薪金、津貼 及實物福利 Salaries, allowances and benefits in kind 人民幣千元 RMB'000	酌情花紅 Discretionary bonuses 人民幣千元 RMB'000	退休計劃供款 Retirement scheme contributions 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
<b>執行董事</b>	<b>Executive directors</b>					
朱立東	Zhu Lidong	—	1,581	480	34	2,095
鍾若琴	Zhong Ruoqin	—	495	205	34	734
<b>非執行董事</b>	<b>Non-executive directors</b>					
莫建華	Mo Jianhua	—	—	—	—	—
蔡鑫	Cai Xin	—	—	—	—	—
<b>獨立非執行董事</b>	<b>Independent non-executive directors</b>					
蔡海靜	Cai Haijing	100	—	—	—	100
丁建剛	Ding Jiangang	100	—	—	—	100
李坤軍	Li Kunjun	100	—	—	—	100
		<b>300</b>	<b>2,076</b>	<b>685</b>	<b>68</b>	<b>3,129</b>

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 7 董事薪酬(續)

### 7 DIRECTORS' EMOLUMENTS (Continued)

		截至2020年12月31日止年度 Year ended 31 December 2020				
		薪金、津貼 及實物福利	酌情花紅	退休計劃供款	總計	
		Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Total	
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	
<b>執行董事</b>	<b>Executive directors</b>					
朱立東	Zhu Lidong	—	763	260	29	1,052
鍾若琴	Zhong Ruoqin	—	352	216	25	593
<b>非執行董事</b>	<b>Non-executive directors</b>					
莫建華	Mo Jianhua	—	—	—	—	—
蔡鑫	Cai Xin	—	—	—	—	—
<b>獨立非執行董事</b>	<b>Independent non-executive directors</b>					
蔡海靜	Cai Haijing	100	—	—	—	100
丁建剛	Ding Jiangang	100	—	—	—	100
李坤軍	Li Kunjun	100	—	—	—	100
		300	1,115	476	54	1,945

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 8 最高薪酬人士

五名最高薪酬人士當中，一名(2020年：一名)為董事，其薪酬於附註7披露。其他四名(2020年：四名)人士的薪酬總額如下：

### 8 INDIVIDUALS WITH HIGHEST EMOLUMENTS

Of the five individuals with the highest emoluments, one (2020: one) is director whose emoluments are disclosed in note 7. The aggregate of the emoluments in respect of the other four (2020: four) individuals are as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
薪金、津貼及實物福利	Salaries, allowance and benefits-in-kind	3,455	2,566
酌情花紅	Discretionary bonuses	1,752	942
退休計劃供款	Retirement scheme contributions	103	87
		<b>5,310</b>	<b>3,595</b>

四名(2020年：四名)最高薪酬人士的酬金處於以下範圍內：

The emoluments of the four (2020: four) individuals with the highest emoluments are within the following bands:

		2021年 2021 人數 Number of individuals	2020年 2020 人數 Number of individuals
零至1,000,000港元	Nil — HKD1,000,000	—	1
1,000,001港元至 1,500,000港元	HKD1,000,001 — HKD1,500,000	—	3
1,500,001港元至 2,000,000港元	HKD1,500,001 — HKD2,000,000	4	—



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# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 9 每股盈利

每股基本及攤薄盈利按截至2021年12月31日止年度本公司權益股東應佔利潤人民幣321,751,000元(2020年：人民幣219,550,000元)及已發行股份的加權平均股數276,407,000股(2020年：加權平均股數276,407,000股)計算。

由於截至2021年及2020年12月31日止年度並無具攤薄潛力的發行在外股份，因此每股攤薄盈利相等於每股基本盈利。

### 9 EARNINGS PER SHARE

The calculation of basic and diluted earnings per share is based on the profit attributable to equity shareholders of the Company of RMB321,751,000 (2020: RMB219,550,000) and the weighted average number of 276,407,000 shares in issue during the year ended 31 December 2021 (2020: weighted average number of 276,407,000 shares).

There were no dilutive potential shares outstanding for the years ended 31 December 2021 and 2020 and therefore the diluted earnings per share are same as the basic earnings per share.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

10 投資物業及物業、廠房及設備

10 INVESTMENT PROPERTY AND PROPERTY, PLANT AND EQUIPMENT

(a) 賬面值之對賬

(a) Reconciliation of carrying amount

		辦公室 設備及傢俱	租作自用的 其他物業 (按成本列賬)	物業、廠房 及設備小計	投資物業	總計	
		Office equipment and furniture	Motor vehicles carried at cost	Other properties leased for own use	Sub-total of Property, plant and equipment	Investment properties	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
<b>成本:</b>	<b>Cost:</b>						
於2020年1月1日	At 1 January 2020	10,484	11,209	5,170	26,863	—	26,863
添置	Additions	2,836	4,419	—	7,255	2,549	9,804
出售	Disposals	(177)	(842)	—	(1,019)	—	(1,019)
於2020年12月31日	At 31 December 2020	13,143	14,786	5,170	33,099	2,549	35,648
添置	Additions	6,407	3,282	1,523	11,212	—	11,212
出售	Disposals	(1,777)	(6,408)	—	(8,185)	—	(8,185)
於2021年12月31日	At 31 December 2021	<b>17,773</b>	<b>11,660</b>	<b>6,693</b>	<b>36,126</b>	<b>2,549</b>	<b>38,675</b>
<b>累計折舊:</b>	<b>Accumulated depreciation:</b>						
於2020年1月1日	At 1 January 2020	5,596	6,139	2,224	13,959	—	13,959
年度支出	Charge for the year	1,565	1,782	2,160	5,507	425	5,932
出售撥回	Written back on disposals	(162)	(800)	—	(962)	—	(962)
於2020年12月31日	At 31 December 2020	6,999	7,121	4,384	18,504	425	18,929
年度支出	Charge for the year	2,518	1,701	1,035	5,254	849	6,103
出售撥回	Written back on disposals	(1,032)	(5,630)	—	(6,662)	—	(6,662)
於2021年12月31日	At 31 December 2021	<b>8,485</b>	<b>3,192</b>	<b>5,419</b>	<b>17,096</b>	<b>1,274</b>	<b>18,370</b>
<b>賬面淨額:</b>	<b>Net book value:</b>						
於2021年12月31日	At 31 December 2021	<b>9,288</b>	<b>8,468</b>	<b>1,274</b>	<b>19,030</b>	<b>1,275</b>	<b>20,305</b>
於2020年12月31日	At 31 December 2020	6,144	7,665	786	14,595	2,124	16,719

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# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 10 投資物業及物業、廠房及設備(續)

#### (b) 使用權資產(包括投資物業以及物業、廠房及設備)

按相關資產類別劃分的使用權資產(包括投資物業以及物業、廠房及設備)賬面淨值分析如下：

### 10 INVESTMENT PROPERTY AND PROPERTY, PLANT AND EQUIPMENT

(Continued)

#### (b) Right-of-use assets (including investment property and property, plant and equipment)

The analysis of the net book value of right-of-use assets (including investment property and property, plant and equipment) by class of underlying asset is as follows:

	2021年 12月31日 31 December 2021 人民幣千元 RMB'000	2020年 12月31日 31 December 2020 人民幣千元 RMB'000
租作自用的其他物業(按折舊成本列賬)(附註(i))	1,274	786
投資物業(按折舊成本列賬) — 租賃物業以賺取租金收入(附註(i))	1,275	2,124
	<b>2,549</b>	<b>2,910</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 10 投資物業及物業、廠房及設備(續)

#### (b) 使用權資產(包括投資物業以及物業、廠房及設備)(續)

於損益確認的租賃開支項目分析如下：

### 10 INVESTMENT PROPERTY AND PROPERTY, PLANT AND EQUIPMENT

(Continued)

#### (b) Right-of-use assets (including investment property and property, plant and equipment) (Continued)

The analysis of expense items in relation to leases recognised in profit or loss is as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
按相關資產類別劃分的使 用權資產(包括投資物業 以及物業、廠房及設備) 折舊支出：	Depreciation charge of right-of- use assets (including investment property and property, plant and equipment) by class of underlying asset:		
— 租作自用的其他物業	— Other properties leased for own use	<b>1,035</b>	2,160
— 投資物業	— Investment properties	<b>849</b>	425
		<b>1,884</b>	2,585
租賃負債利息(附註5(a))	Interest on lease liabilities (note 5(a))	<b>136</b>	175
與短期租賃有關的開支 (附註5(c))	Expense relating to short-term leases (note 5(c))	<b>5,950</b>	3,670

年內對使用權資產(包括投資物業以及物業、廠房及設備)的添置為人民幣1,523,000元(2020年：人民幣2,549,000元)。該金額主要與根據新租賃協議應付的資本化租賃付款有關。

有關租賃現金流出總額、租賃負債到期分析及尚未開始的租賃產生的未來現金流出之詳情分別載於附註17(d)及附註20。

During the year, additions to right-of-use assets (including investment property and property, plant and equipment) were RMB1,523,000 (2020: RMB2,549,000). This amount primarily related to the capitalised lease payments payable under new tenancy agreements.

Details of total cash outflow for leases, the maturity analysis of lease liabilities and the future cash outflows arising from leases that are not yet commenced are set out in notes 17(d) and 20, respectively.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 10 投資物業及物業、廠房及設備(續)

#### (b) 使用權資產(包括投資物業以及物業、廠房及設備)(續)

##### (i) 租作自用或賺取租金收入的其他物業(按折舊成本列賬)

本集團有權透過租約將其他物業用作辦公室或賺取租金收入。該等租賃的初始期限一般為2或3年。

#### (c) 投資物業

本集團通過經營租賃租出投資物業。該等租賃初始期限一般為3年。該等租賃概不包括可變租賃付款。

於報告日期現有不可撤銷經營租賃項下的未貼現租賃付款將由本集團於以下未來期間收取：

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
一年內	Within 1 year	452	851

於2021年12月31日，管理層使用貼現現金流技術，基於投資物業所產生合約及預期現金流入和流出對投資物業估值，估值結果與其賬面值大致相若。

### 10 INVESTMENT PROPERTY AND PROPERTY, PLANT AND EQUIPMENT

(Continued)

#### (b) Right-of-use assets (including investment property and property, plant and equipment) (Continued)

##### (i) Other properties leased for own use or earn rental income, carried at depreciated cost

The Group has obtained the right to use other properties as its office or earn rental income through tenancy agreements. The leases typically run for an initial period of 2 or 3 years.

#### (c) Investment properties

The Group leases out investment properties through operating leases. The leases typically run for an initial period of 3 years. None of the leases includes variable lease payments.

Undiscounted lease payments under non-cancellable operating leases in place at the reporting date will be receivable by the Group in future periods as follows:

As at 31 December 2021, the investment properties are valued by management to be approximately the same as their carrying amount using discounted cash flow techniques based on contracted and expected cash inflows and outflows arising from the investment properties.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 11 於附屬公司的投資

下表僅載列主要影響本集團業績、資產或負債的附屬公司詳情。

### 11 INVESTMENTS IN SUBSIDIARIES

The following list contains only the particulars of subsidiaries which principally affected the results, assets or liabilities of the Group.

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
興品有限公司	英屬維爾京群島 2017年6月28日	不適用／2美元	100%	100%	—	投資控股，有限公司
Robust Class Limited	BVI 28 June 2017	Not applicable/USD2				Investment holding, limited liability company
濱江服務集團(香港)有限公司	香港 2017年8月28日	不適用／ 107,245,314港元	100%	—	100%	投資控股，有限公司
Binjiang Service Group (Hong Kong) Co., Limited	Hong Kong 28 August 2017	Not applicable/ HKD107,245,314				Investment holding, limited liability company
杭州濱江物業管理有限公司* (「濱江物業管理」)	中國 1997年4月21日	人民幣120,000,000元／ 人民幣120,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binjiang Property Management Company Limited ("Binjiang PM")*	the PRC 21 April 1997	RMB120,000,000/ RMB120,000,000				Property management services, limited liability company
杭州濱江房地產經紀有限 公司*	中國 2009年3月18日	人民幣1,000,000元／ 人民幣1,000,000元	100%	—	100%	經紀及其他服務，有限 公司
Hangzhou Binjiang Real Estate Brokerage Management Company Limited*	the PRC 18 March 2009	RMB1,000,000/ RMB1,000,000				Brokerage and other service, limited liability company

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 11 於附屬公司的投資(續)

### 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
杭州濱瑞裝飾有限公司*	中國 2016年9月12日	人民幣10,000,000元／ 人民幣1,000,000元	100%	—	100%	裝修服務及傢俱銷售， 有限公司
Hangzhou Binrui Decoration Company Limited*	the PRC 12 September 2016	RMB10,000,000/ RMB1,000,000				Decoration service and sales of furniture, limited liability company
杭州濱萬家居裝飾有限公司*	中國 2017年5月9日	人民幣5,000,000元／ 人民幣5,000,000元	100%	—	100%	裝修服務及傢俱銷售， 有限公司
Hangzhou Binwan Home Decoration Company Limited*	the PRC 9 May 2017	RMB5,000,000/ RMB5,000,000				Decoration service and sales of furniture, limited liability company
杭州濱江家居裝飾有限公司*	中國 2017年5月11日	人民幣5,000,000元／ 人民幣5,000,000元	100%	—	100%	裝修服務，有限公司
Hangzhou Binjiang Home Decoration Company Limited*	the PRC 11 May 2017	RMB5,000,000/ RMB5,000,000				Decoration service, limited liability company
杭州濱合物業管理有限公司*	中國 2018年1月31日	人民幣5,000,000元／ 人民幣5,000,000元	51%	—	51%	物業管理，有限公司
Hangzhou Binhe Property Management Company Limited*	the PRC 31 January 2018	RMB5,000,000/ RMB5,000,000				Property management, limited liability company

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11 於附屬公司的投資(續)

11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
杭州卓采廣告有限公司*	中國 2018年2月28日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	廣告設計、製作及投放 服務，有限公司
Hangzhou Zhuo Cai Advertising Company Limited*	the PRC 28 February 2018	RMB1,000,000/ RMB1,000,000				Advertisement design, producing and releasing service, limited liability company
寧波濱潤物業服務有限公司*	中國 2019年5月14日	人民幣25,000,000元/ 人民幣25,000,000元	100%	—	100%	物業管理服務、停車位 及儲物間銷售，有限 公司
Ningbo Binrun Property Management Company Limited*	the PRC 14 May 2019	RMB25,000,000/ RMB25,000,000				Property management services, sales of parking places and storage rooms, limited liability company
杭州濱芯物業管理有限公司* <sup>(i)</sup>	中國 2019年8月20日	人民幣2,000,000元/ 人民幣2,000,000元	45%	—	45%	物業管理服務，有限 公司
Hangzhou Binxin Property Management Company Limited* <sup>(i)</sup>	the PRC 20 August 2019	RMB2,000,000/ RMB2,000,000				Property management services, limited liability company
杭州蕭山濱悅物業管理服務 有限公司*	中國 2019年10月28日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Xiaoshan Binyue Management Company Limited*	the PRC 28 October 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company



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(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 11 於附屬公司的投資(續)

### 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
金華濱悅物業管理有限公司*	中國 2019年10月31日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Jinhua Binyue Property Management Company Limited*	the PRC 31 October 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
永康濱盛物業管理有限公司*	中國 2019年11月1日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Yongkang Binsheng Property Management Company Limited*	the PRC 1 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱耀物業管理有限公司*	中國 2019年11月4日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binyao Property Management Company Limited*	the PRC 4 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
台州濱耀物業管理有限公司*	中國 2019年11月5日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Taizhou Binyao Property Management Company Limited*	the PRC 5 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
溫州濱耀物業管理有限公司*	中國 2019年11月8日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Wenzhou Binyao Property Management Company Limited*	the PRC 8 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company

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11 於附屬公司的投資(續)

11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
湖州濱耀物業管理有限公司*	中國 2019年11月11日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Huzhou Binyao Property Management Company Limited*	the PRC 11 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州蕭山濱惠物業管理有限 公司*	中國 2019年11月15日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Xiaoshan Binhui Property Management Company Limited*	the PRC 15 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱豐物業管理有限公司*	中國 2019年11月15日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binfeng Property Management Company Limited*	the PRC 15 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱泰物業管理有限公司*	中國 2019年11月15日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Bintai Property Management Company Limited*	the PRC 15 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱豪物業管理有限公司*	中國 2019年11月15日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binhao Property Management Company Limited*	the PRC 15 November 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 11 於附屬公司的投資(續)

### 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
溫嶺濱瑞物業管理有限公司*	中國 2019年12月25日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Wenling Binrui Property Management Company Limited*	the PRC 25 December 2019	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱青物業管理有限公司*	中國 2020年4月8日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binqing Property Management Company Limited*	the PRC 8 April 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱廈物業管理有限公司*	中國 2020年4月14日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binsha Property Management Company Limited*	the PRC 14 April 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱星物業管理有限公司*	中國 2020年4月24日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binxing Property Management Company Limited*	the PRC 24 April 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱鳳物業管理有限公司*	中國 2020年5月9日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binfeng Property Management Company Limited*	the PRC 9 May 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

11 於附屬公司的投資(續)

11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
杭州蕭山濱康物業管理有限 公司*	中國 2020年5月14日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Xiaoshan Binkang Property Management Company Limited*	the PRC 14 May 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州蕭山濱潮物業管理有限 公司*	中國 2020年5月19日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Xiaoshan Binchao Property Management Company Limited*	the PRC 19 May 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州蕭山濱濤物業管理有限 公司*	中國 2020年5月19日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Xiaoshan Bintao Property Management Company Limited*	the PRC 19 May 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
平湖濱河物業管理有限公司*	中國 2020年7月7日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Pinghu Binhe Property Management Company Limited*	the PRC 7 July 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱港物業服務有限公司*	中國 2020年7月13日	10,000,000港元/ 10,000,000港元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Bingang Property Management Company Limited*	the PRC 13 July 2020	HKD10,000,000/ HKD10,000,000				Property management services, limited liability company

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# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 11 於附屬公司的投資(續)

### 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
蘇州濱藍物業管理有限公司*	中國 2020年9月1日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Suzhou Binlan Property Management Company Limited*	the PRC 1 September 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州淳安濱潤物業管理有限 公司*	中國 2020年9月3日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Chunan Binrun Property Management Company Limited*	the PRC 3 September 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱信物業管理有限公司*	中國 2020年10月15日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binxin Property Management Company Limited*	the PRC 15 October 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱語物業管理有限公司*	中國 2020年10月19日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binyu Property Management Company Limited*	the PRC 19 October 2020	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州蕭山濱弘物業管理有限 公司*	中國 2020年11月24日	人民幣22,000,000元/ 人民幣22,000,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Xiaoshan Binhong Property Management Company Limited*	the PRC 24 November 2020	RMB22,000,000/ RMB22,000,000				Property management services, limited liability company

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(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

11 於附屬公司的投資(續)

11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
杭州濱航物業管理有限公司*	中國 2021年2月9日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binhang Property Management Company Limited*	the PRC 09 February 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱奧物業管理有限公司*	中國 2021年4月16日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binao Property Management Co., Ltd.*	the PRC 16 Apr 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱雅物業管理有限公司*	中國 2021年4月16日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binya Property Management Co., Ltd.*	the PRC 16 Apr 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱澤物業管理有限公司*	中國 2021年5月7日	人民幣3,000,000元/ 人民幣3,000,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Binze Property Management Co., Ltd.*	the PRC 7 May 2021	RMB3,000,000/ RMB3,000,000				Property management services, limited liability company
上海滬品濱江物業管理有限 公司*	中國 2021年5月17日	人民幣1,000,000元/ 人民幣1,000,000元	51%	—	51%	物業管理服務，有限 公司
Shanghai Hupin Riverside Property Management Co., Ltd.*	the PRC 17 May 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company

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### 11 於附屬公司的投資(續)

### 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
杭州濱杭物業管理有限公司*	中國 2021年5月17日	人民幣5,000,000元/ 人民幣1,500,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Binhang Property Management Co., Ltd.*	the PRC 17 May 2021	RMB5,000,000/ RMB1,500,000				Property management services, limited liability company
上海濱樺後勤管理服務有限 公司*	中國 2021年6月24日	人民幣5,000,000元/ 人民幣510,000元	51%	—	51%	物業管理服務，有限 公司
Shanghai Binhua Logistics Management Service Co., Ltd.*	the PRC 24 June 2021	RMB5,000,000/ RMB510,000				Property management services, limited liability company
義烏建投濱江物業服務有限 公司*	中國 2021年6月25日	人民幣3,000,000元/ 人民幣3,000,000元	55%	—	55%	物業管理服務，有限 公司
Yiwu Jiantou Binjiang Property Service Co., Ltd.*	the PRC 25 June 2021	RMB3,000,000/ RMB3,000,000				Property management services, limited liability company
杭州濱桐物業管理有限公司*	中國 2021年6月29日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Bintong Property Management Co., Ltd.*	the PRC 29 June 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州康養物業管理有限公司*	中國 2021年7月28日	人民幣20,000,000元/ 人民幣4,000,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Kangyang Property Management Co., Ltd.*	the PRC 28 July 2021	RMB20,000,000/ RMB4,000,000				Property management services, limited liability company

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 11 於附屬公司的投資(續)

## 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
寧波濱倫物業管理有限公司*	中國 2021年8月30日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Ningbo Binlun Property Management Co., Ltd.*	the PRC 30 Aug 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱望潮物業管理有限 公司*	中國 2021年9月15日	人民幣10,000,000元/ 人民幣1,000,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Binwangchao Property Management Co., Ltd.*	the PRC 15 Sep 2021	RMB10,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱聞物業管理有限公司*	中國 2021年9月18日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binwen Property Management Co., Ltd.*	the PRC 18 Sep 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱昱物業管理有限公司*	中國 2021年9月28日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binyu Property Management Co., Ltd.*	the PRC 28 Sep 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱錦物業管理有限公司*	中國 2021年9月29日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binjin Property Management Co., Ltd.*	the PRC 29 Sep 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 11 於附屬公司的投資(續)

### 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

公司名稱	成立／註冊 地點及日期	註冊／已發行 及實收資本	所有權權益比例			主要業務及 法律地位
			本集團之 實際權益	由本公司 持有	由附屬 公司持有	
Name of company	Place and date of establishment/ incorporation	Registered/ issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal activities and legal status
杭州濱辰物業管理有限公司*	中國 2021年9月30日	人民幣10,000,000元/ 人民幣10,000,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Binchen Property Management Co., Ltd.*	the PRC 30 Sep 2021	RMB10,000,000/ RMB10,000,000				Property management services, limited liability company
杭州濱瀾物業管理有限公司*	中國 2021年10月15日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	物業管理服務，有限 公司
Hangzhou Binlan Property Management Co., Ltd.*	the PRC 15 Oct 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱享期頤未來社區運營服 務有限公司*	中國 2021年10月15日	人民幣1,000,000元/ 人民幣1,000,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Binxiangqiyi Future Community Operation Service Co., Ltd.*	the PRC 15 Oct 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company
杭州濱楓物業管理有限公司*	中國 2021年10月15日	人民幣3,000,000元/ 人民幣500,000元	51%	—	51%	物業管理服務，有限 公司
Hangzhou Binfeng Property Management Co., Ltd.*	the PRC 15 Oct 2021	RMB3,000,000/ RMB500,000				Property management services, limited liability company
杭州濱嘉物業管理有限公司*	中國 2021年10月20日	人民幣1,000,000元/ 人民幣1,000,000元	66%	—	66%	物業管理服務，有限 公司
Hangzhou Binjia Property Management Co., Ltd.*	the PRC 20 Oct 2021	RMB1,000,000/ RMB1,000,000				Property management services, limited liability company

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 11 於附屬公司的投資(續)

- \* 所有該等中國實體均為有限公司。公司之英文譯名僅供參考。該等公司的官方名稱乃以中文表示。
- (i) 根據2019年9月6日的協議，本集團可控制董事會60%投票權，因而對該實體的財務及營運政策擁有控制權。因此，該實體的財務資料自2019年9月6日起併入本集團的綜合財務報表。

於2021年12月31日，本集團並無任何附屬公司擁有非控股權益於本集團經營業績及現金流量所持的重大權益。

### 11 INVESTMENTS IN SUBSIDIARIES

(Continued)

- \* All the PRC entities are limited liability companies. The English translation of the company name is for reference only. The official names of these companies are in Chinese.
- (i) Pursuant to the agreement dated 6 September 2019, the Group could control 60% voting rights of the board of directors, and could control the financial and operating policies of the entity. Accordingly, the entity's financial information was consolidated into the Group's consolidated financial statements from 6 September 2019.

As at 31 December 2021, no subsidiaries of the Group had material interest that non-controlling interests had in the Group's operating results and cash flows.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 12 於聯營公司的權益

### 12 INTEREST IN ASSOCIATES

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
非上市投資成本	Costs of investment, unlisted	8,450	8,450
分佔收購後業績(扣除股息)	Share of post-acquisition results, net of dividends	(3,161)	(4,518)
		<b>5,289</b>	3,932

下表載有本集團聯營公司(一家非上市企業實體且並無市場報價)的資料：

The following list contains associates of the Group, which are unlisted corporate entities, whose quoted market price are not available:

聯營公司名稱 Name of associates	業務架構形式 Form of business structure	註冊成立及 營業地點 Place of incorporation and business	註冊/ 已發行資本 Registered/ issued capital	於12月31日本集團 持有的實際權益 Effective interest held by the Group At 31 December		主要業務 Principal activities
				2021年 2021	2020年 2020	
杭州智濱科技服務有限公司 (「智濱科技」)*	註冊成立	中國	人民幣30,000,000元/ 人民幣30,000,000元	20%	20%	技術開發及服務、提供 工業園的租賃及物業 管理服務
Hangzhou Zhibin Technology Service Company Limited (“Zhibin Technology”)	Incorporated	the PRC	RMB30,000,000/ RMB30,000,000	20%	20%	Technology development and service, provision of leasing and property management services of industrial parks
杭州智合物業管理有限公司*	註冊成立	中國	人民幣5,000,000元/ 人民幣5,000,000元	49%	49%	物業管理服務
Hangzhou Zhihe Property Management Company Limited	Incorporated	the PRC	RMB5,000,000/ RMB5,000,000	49%	49%	Property management services

\* 該等中國實體為有限公司。公司之英文譯名僅供參考。該等公司的官方名稱乃以中文表示。

\* These PRC entities are limited liability companies. The English translation of the company name is for reference only. The official name of these companies is in Chinese.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 13 存貨

### 13 INVENTORIES

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
持作轉售的物業(附註)	Properties held for re-sale (note)	78,797	52,013
消耗品	Consumables	234	31
		<b>79,031</b>	<b>52,044</b>

附註： 持作轉售的物業指本集團購買作轉售的停車場及儲物間的使用權資產。

Note: Properties held for re-sale represent right-of-use assets relating to car parking places and storage rooms purchased by the Group for re-sale.

### 14 貿易及其他應收款項

### 14 TRADE AND OTHER RECEIVABLES

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
貿易應收款項	Trade receivables	110,298	43,053
減：貿易應收款項減值撥備 (附註14(b))	Less: Allowance for impairment of trade receivables (note 14(b))	(31,306)	(19,175)
		<b>78,992</b>	<b>23,878</b>
按金及預付款項	Deposits and prepayments	20,545	13,834
應收關聯方款項(附註26(d))	Amounts due from related parties (note 26(d))	65,231	34,436
代表業主作出的付款	Payments on behalf of property owners	5,070	4,308
墊款予僱員	Advances to employees	1,277	1,103
應收利息	Interest receivables	—	16,309
其他應收款項	Other receivables	2,275	1,823
		<b>173,390</b>	<b>95,691</b>

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 14 貿易及其他應收款項(續)

貿易應收款項主要與提供物業管理服務及非業主增值服務所確認的收入有關。

應收關聯方款項乃屬無抵押及免息。應收關聯方款項之詳情載於附註26(d)。

#### (a) 賬齡分析

於各報告期末，基於收入確認日期及扣除貿易應收款項減值撥備的貿易應收款項賬齡分析如下：

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
一年內	Within 1 year	77,266	22,346
一年至兩年	1 to 2 years	1,726	1,532
		<b>78,992</b>	23,878

貿易應收款項於應收款項獲確認時到期。有關本集團信貸政策的其他詳情載於附註23(a)。

#### (b) 貿易應收款項減值

與貿易應收款項有關的減值虧損乃使用撥備賬記錄，除非本集團信納收回款項的可能性極低，在此情況下減值虧損直接於貿易應收款項中撇銷(見附註1(j)(i))。

### 14 TRADE AND OTHER RECEIVABLES

(Continued)

Trade receivables are primarily related to revenue recognised from the provision of property management services and value-added services to non-property owners.

Amounts due from related parties are unsecured and interest-free. Details of the amounts due from related parties are set out in note 26(d).

#### (a) Ageing analysis

As at the end of each reporting period, the ageing analysis of trade receivables based on the date of revenue recognition and net of allowance for impairment of trade receivables, is as follows:

Trade receivables are due when the receivables are recognised. Further details on the Group's credit policy are set out in note 23(a).

#### (b) Impairment of trade receivable

Impairment losses in respect of trade receivables are recorded using an allowance account unless the Group is satisfied that recovery of the amount is remote, in which case the impairment loss is written off against trade receivables directly (see note 1(j)(i)).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 14 貿易及其他應收款項(續)

#### (b) 貿易應收款項減值(續)

貿易應收款項於年內的減值撥備變動如下：

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
於1月1日	At 1 January	19,175	7,684
已確認之減值虧損	Impairment loss recognised	12,140	11,491
已撇銷不可收回金額	Uncollectible amounts written off	(9)	—
於12月31日	At 31 December	31,306	19,175

有關本集團信貸風險管理政策和貿易及其他應收款項所引致信貸風險的更多詳情載於附註23(a)。

Further details on the Group's credit risk management policy and credit risk arising from trade and other receivables are set out in note 23(a).

### 15 定期存款

### 15 TIME DEPOSITS

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
原到期日超過三個月的銀行定期存款	Time deposits held at the bank with original maturity over three months	397,177	469,828
減：計入「流動資產」的金額	Less: Amount included under "current assets"	(243,019)	(368,528)
		154,158	101,300

於2021年12月31日，原到期日超過三個月的銀行定期存款年利率介乎0.93%至4.13%之間(2020年：介乎1.32%至4.13%之間)。

As at 31 December 2021, the time deposits held at the bank with original maturity over three months have annual interest rates ranging from 0.93% to 4.13% (2020: from 1.32% to 4.13%).

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# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 16 受限制銀行結餘

### 16 RESTRICTED BANK BALANCES

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
代表業委會收取的現金 (附註19)	Cash collected on behalf of the property owners' associations (note 19)	56,970	46,411
受限制存款	Restricted deposits	50	50
		<b>57,020</b>	46,461

本集團在其物業管理服務業務中代表若干業委會收取現金。由於若干業委會通常難以開設銀行賬戶，本集團代表業委會開設及管理該等銀行賬戶。

The Group has cash collection on behalf of certain property owners' associations in its property management service business. Since certain property owners' associations often face difficulties opening bank accounts, the Group opens and manages these bank accounts on behalf of the property owners' associations.

### 17 現金及現金等價物

(a) 現金及現金等價物包括：

### 17 CASH AND CASH EQUIVALENTS

(a) Cash and cash equivalents comprise:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
手頭現金	Cash on hand	48	231
銀行現金	Cash at bank	689,095	682,892
原到期日三個月以內的 銀行定期存款	Fixed deposits held at the bank with original maturity within three months	273,623	168,732
		<b>962,766</b>	851,855
減：受限制銀行結餘 (附註16)	Less: Restricted bank balances (note 16)	(57,020)	(46,461)
		<b>905,746</b>	805,394

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 17 現金及現金等價物(續)

## 17 CASH AND CASH EQUIVALENTS

(Continued)

(b) 除稅前利潤與經營所得現金的對賬：

(b) Reconciliation of profit before taxation to cash generated from operations:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
除稅前利潤	Profit before taxation	423,218	283,952
就以下各項作出調整：	Adjustments for:		
攤銷及折舊(附註5(c))	Amortisation and depreciation (note 5(c))	6,103	5,932
分佔聯營公司利潤減虧損	Share of profits less losses of associates	(1,357)	(560)
分佔合營企業利潤減虧損	Share of profits less losses of a joint venture	96	—
融資收入(附註5(a))	Finance income (note 5(a))	(32,861)	(30,973)
融資成本	Finance costs	689	541
按公平值計入損益的已變現及未變現收益淨額(附註4)	Net realised and unrealised gains on FVPL (note 4)	(408)	(780)
出售物業、廠房及設備之虧損淨額(附註4)	Net loss on disposal of property, plant and equipment (note 4)	524	57
貿易應收款項之減值虧損	Impairment losses on trade receivables	12,140	11,491
外匯(收益)/虧損	Foreign exchange (gain)/loss	(814)	843
營運資金變動：	Changes in working capital:		
存貨增加	Increase in inventories	(26,987)	(18,665)
貿易及其他應收款項增加	Increase in trade and other receivables	(89,839)	(24,575)
貿易及其他應付款項增加	Increase in trade and other payables	22,539	155,940
合約負債增加/(減少)	Increase/(decrease) in contract liabilities	35,595	(10,224)
受限制現金增加	Increase in restricted cash	(10,559)	(6,875)
經營所得現金	Cash generated from operations	338,079	366,104



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 17 現金及現金等價物(續)

#### (c) 融資活動產生的負債對賬

下表詳述本集團融資活動的負債變動，包括現金及非現金變動。融資活動所產生的負債為現金流量或未來現金流量將於本集團綜合現金流量表中分類為融資活動所得現金流量的負債。

### 17 CASH AND CASH EQUIVALENTS

(Continued)

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

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

		租賃負債 Lease liabilities 人民幣千元 RMB'000 (附註20) (note 20)	應付股息 Dividend payable 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
於2021年1月1日	At 1 January 2021	2,505	—	2,505
<b>融資現金流量變動：</b>	<b>Changes from financing cash flows:</b>			
已付租賃租金資本部分	Capital element of lease rentals paid	(2,323)	—	(2,323)
已付租賃租金利息部分	Interest element of lease rentals paid	(136)	—	(136)
利潤分配	Profit distribution	—	(218,628)	(218,628)
融資現金流量變動總額	Total changes from financing cash flows	(2,459)	(218,628)	(221,087)
<b>其他變動：</b>	<b>Other changes:</b>			
年內訂立新租賃的租賃負債增加	Increase in lease liabilities from entering into new leases during the year	1,523	—	1,523
利息開支(附註5(a))	Interest expenses (note 5(a))	136	—	136
利潤分配(附註22(c))	Profit distribution (note 22(c))	—	218,628	218,628
其他變動總額	Total other changes	1,659	218,628	220,287
於2021年12月31日	At 31 December 2021	1,705	—	1,705

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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17 現金及現金等價物(續)

17 CASH AND CASH EQUIVALENTS

(Continued)

(c) 融資活動產生的負債對賬(續)

(c) Reconciliation of liabilities arising from financing activities (Continued)

		租賃負債 Lease liabilities 人民幣千元 RMB'000 (附註20) (note 20)	應付股息 Dividend payable 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
於2020年1月1日	At 1 January 2020	2,988	—	2,988
<b>融資現金流量變動：</b>	<b>Changes from financing cash flows:</b>			
已付租賃租金資本部分	Capital element of lease rentals paid	(3,032)	—	(3,032)
已付租賃租金利息部分	Interest element of lease rentals paid	(175)	—	(175)
利潤分配	Profit distribution	—	(80,113)	(80,113)
融資現金流量變動總額	Total changes from financing cash flows	(3,207)	(80,113)	(83,320)
<b>其他變動：</b>	<b>Other changes:</b>			
年內訂立新租賃的 租賃負債增加	Increase in lease liabilities from entering into new leases during the year	2,549	—	2,549
利息開支(附註5(a))	Interest expenses (note 5(a))	175	—	175
利潤分配(附註22(c))	Profit distribution (note 22(c))	—	80,113	80,113
其他變動總額	Total other changes	2,724	80,113	82,837
於2020年12月31日	At 31 December 2020	2,505	—	2,505

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 17 現金及現金等價物(續)

#### (d) 租賃現金流出總額

租賃計入現金流量表中的金額包括以下：

### 17 CASH AND CASH EQUIVALENTS

(Continued)

#### (d) Total cash outflow for leases

Amounts included in the cash flow statement for leases comprise the following:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
屬於經營現金流量	Within operating cash flows	5,950	3,670
屬於融資現金流量	Within financing cash flows	2,459	3,207
		<b>8,409</b>	6,877

### 18 合約負債

### 18 CONTRACT LIABILITIES

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
合約負債	<b>Contract liabilities</b>		
物業管理服務	Property management services	114,717	87,517
非業主增值服務	Value-added services to non-property owners	3,868	4,175
5S 增值服務	5S value-added services	25,045	15,790
		<b>143,630</b>	107,482

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 18 合約負債(續)

合約負債之變動如下：

### 18 CONTRACT LIABILITIES (Continued)

Movements in contract liabilities were as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
於1月1日的結餘	Balance at 1 January	<b>107,482</b>	117,340
由於確認年內收益(期初計入合約負債)而產生的合約負債減少	Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the period	<b>(105,315)</b>	(114,113)
由於提供服務的預收款導致合約負債增加	Increase in contract liabilities as a result of receipts in advances of provision of services	<b>140,910</b>	103,889
由於墊款累計利息開支導致合約負債增加	Increase in contract liabilities as a result of accruing interest expense on advances	<b>553</b>	366
於12月31日的結餘	Balance at 31 December	<b>143,630</b>	107,482

合約負債指預付物業管理費、諮詢服務費及從第三方收取的定製室內裝飾服務費。

Contract liabilities represents prepaid property management fees, consulting services fees and customised interior furnishing services fees received from third parties.

預計一年以上確認為收入的履約預收款為人民幣1,368,000元(2020年：人民幣1,710,000元)。

The amount of receipts in advance of performance expected to be recognised as income after more than one year is RMB1,368,000 (2020: RMB1,710,000).

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 19 貿易及其他應付款項

### 19 TRADE AND OTHER PAYABLES

		附註	2021年 12月31日 31 December 2021 人民幣千元 RMB'000	2020年 12月31日 31 December 2020 人民幣千元 RMB'000
		Note		
貿易應付款項	Trade payables	(a)	57,178	31,112
應付關聯方款項	Amounts due to related parties	(b)	25,946	17,614
按金	Deposits	(c)	44,915	32,158
其他應付稅項及費用	Other taxes and charges payable		14,852	5,141
應計工資及其他福利	Accrued payroll and other benefits		165,812	119,755
代表業委會收取的 現金(附註16)	Cash collected on behalf of the property owners' associations (note 16)		56,970	46,411
自業主收取的 臨時款項	Temporary receipts from property owners	(d)	122,304	207,462
其他應付款項及 應計款項	Other payables and accruals		7,888	13,673
			<b>495,865</b>	<b>473,326</b>

(a) 貿易應付款項主要是指分包服務產生的應付款項，包括供應商所提供的保潔、安保、景觀及維護服務。

(b) 應付關聯方款項乃屬無抵押及免息。應付關聯方款項的詳情載於附註26(d)。其中，人民幣21,887,000元(2020年：人民幣17,221,000元)為從關聯方收取的預付諮詢服務費，預計在一年內確認為收入。

(c) 按金指於裝修期間向業主收取的雜項裝修押金。

(d) 臨時款項主要指代表公用事業公司向業主收取的公用事業費用及自業主就支付視作稅項代為收取的其他費用。

(a) Trade payables mainly represent payables arising from sub-contracting services including cleaning, security, landscaping and maintenance services provided by suppliers.

(b) The amounts due to related parties are unsecured and interest-free. Details of the amounts due to related parties are set out in note 26(d). Among which, RMB21,887,000 (2020: RMB17,221,000) are prepaid consulting services fees received from related parties and expected to be recognised as income within one year.

(c) Deposits represent miscellaneous decoration deposits received from property owners during the decoration period.

(d) Temporary receipts mainly represent utility charges received from property owners on behalf of utility companies and other charges received from property owners for the payment of deed tax on behalf.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 19 貿易及其他應付款項(續)

於各報告期末，基於發票日期的貿易應付款項賬齡分析如下：

### 19 TRADE AND OTHER PAYABLES (Continued)

As at the end of the reporting period, the ageing analysis of trade payables, based on invoice date is as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
1個月內或按要求	Within 1 month or on demand	56,498	27,500
3個月後但1年內	After 3 months but within 1 year	28	300
1年以上	Over 1 year	2,639	3,312
		<b>59,165</b>	31,112

### 20 租賃負債

於2021年12月31日，租賃負債應按以下方式償還：

### 20 LEASE LIABILITIES

At 31 December 2021, the lease liabilities were repayable as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
一年內	Within 1 year	1,586	1,202
一年後但兩年內	After 1 year but within 2 years	119	1,303
		<b>1,705</b>	2,505

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 21 綜合財務狀況表的所得稅

(a) 綜合財務狀況表內的即期稅項是指：

### 21 INCOME TAX IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(a) Current taxation in the consolidated statement of financial position represents:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
中國企業所得稅	<b>PRC Corporate Income Tax</b>		
於1月1日	At 1 January	<b>60,943</b>	38,421
於損益扣除	Charged to profit or loss	<b>104,627</b>	70,882
年度付款	Payments during the year	<b>(95,694)</b>	(48,360)
於12月31日	At 31 December	<b>69,876</b>	60,943

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 21 綜合財務狀況表的所得稅(續)

### (b) 已確認遞延稅項資產：

#### (i) 遞延稅項資產及負債各組成部分的變動

於綜合財務狀況表內確認的本年度的遞延稅項資產的組成部分及變動如下：

		貿易應收款項 之減值虧損 Impairment loss on trade receivables 人民幣千元 RMB'000	稅項虧損 Tax losses 人民幣千元 RMB'000	應計開支 Accrued expenses 人民幣千元 RMB'000	使用權資產 之折舊費用 Depreciation charge of right-of-use assets 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
於2020年1月1日	At 1 January 2020	1,921	—	3,384	11	5,316
計入損益	Credited to profit or loss	2,873	—	4,331	—	7,204
於2020年12月31日	At 31 December 2020	4,794	—	7,715	11	12,520
計入損益	Credited to profit or loss	3,033	50	3,569	(222)	6,430
於2021年12月31日	At 31 December 2021	7,827	50	11,284	(211)	18,950

#### (ii) 與綜合財務狀況表對賬

#### (ii) Reconciliation to the consolidated statement of financial position

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
於綜合財務狀況表內確認的遞延稅項資產淨額	Net deferred tax asset recognised in the consolidated statement of financial position	18,950	12,520



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 21 綜合財務狀況表的所得稅(續)

#### (c) 未確認遞延稅項資產

並無就以下項目確認遞延稅項資產：

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
未動用稅項虧損 — 中國	Unused tax losses-PRC	1,452	3,339

根據附註1(q)載列的會計政策，於2021年12月31日，本集團並無就若干附屬公司未動用稅項虧損確認人民幣363,000元遞延稅項資產(2020年：人民幣835,000元)。董事認為，於相關稅務司法權區及實體不大可能有未來應課稅利潤可供抵銷虧損。

根據中國的相關法律法規，於報告期末的未確認稅項虧損將於以下年度屆滿：

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
2023年	2023	13	13
2024年	2024	9	9
2025年	2025	13	3,317
2026年	2026	1,417	—
		1,452	3,339

### 21 INCOME TAX IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Continued)

#### (c) Deferred tax assets not recognised

Deferred tax assets have not been recognised in respect of the following items:

In accordance with the accounting policy set out in note 1(q), the Group has not recognised deferred tax assets of RMB363,000 (2020: RMB835,000) in respect of unused tax losses of certain subsidiaries as at 31 December 2021. The directors consider it is not probable that future taxable profits against which the losses can be utilised will be available in the relevant tax jurisdiction and entity.

Pursuant to the relevant laws and regulations in the PRC, the unrecognised tax losses at the end of the reporting period will expire in the following years:

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 21 綜合財務狀況表的所得稅(續)

#### (d) 未確認遞延稅項負債

根據中國企業所得稅法律及其實施細則，除非透過稅務條約或安排獲減稅，就自2008年1月1日以來賺取的利潤而言，非中國企業居民自中國企業收取的股息須按10%的稅率繳納預扣稅。

於2021年12月31日，並無就本集團於中國的附屬公司分派留存利潤人民幣808,717,000元(2020年：人民幣462,944,000元)而須支付的10%中國股息預扣稅確認人民幣80,872,000元(2020年：人民幣46,294,000元)的遞延稅項負債，原因是本集團控制該等附屬公司的股息政策，而且已釐定該等利潤可能不會在可見未來分派。

### 21 INCOME TAX IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Continued)

#### (d) Deferred tax liabilities not recognised

According to PRC corporate income tax laws and its implementation rules, dividends receivable by non-PRC corporate residents from PRC enterprises are subject to withholding tax at a rate of 10%, unless reduced by tax treaties or arrangements, for profits earned since 1 January 2008.

Deferred tax liabilities of RMB80,872,000 (2020: RMB46,294,000) were not recognised in respect of 10% PRC dividend withholding tax that would be payable on the distribution of retained profits of RMB808,717,000 as at 31 December 2021 (2020: RMB462,944,000) in respect of the Group's subsidiaries in the PRC as the Group controls the dividend policy of these subsidiaries and it was determined that it was probable that these profits would not be distributed in the foreseeable future.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 22 資本、儲備及股息

### (a) 權益組成部分的變動

本集團綜合權益各組成部分期初結餘與期末結餘的對賬載列於綜合權益變動表。本公司權益的個別組成部分於年初及年末期間的變動詳情載列於下文：

## 22 CAPITAL, RESERVES AND DIVIDENDS

### (a) Movements in components of equity

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

本公司 Company		股本 Share capital	股份溢價 Share premium	匯兌儲備 Exchange reserve	留存利潤 Retained profits	總計 Total
	附註 Note	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
		附註22(b) note 22(b)	附註22(d)(i) note 22(d)(i)	附註22(d)(iii) note 22(d)(iii)		
於2020年1月1日的結餘	Balance at 1 January 2020	181	492,647	20,135	2,958	515,921
<b>2020年的權益變動： Changes in equity for 2020:</b>						
年度全面收益總額	Total comprehensive income for the year	—	—	(17,218)	3,675	(13,543)
過往年度所宣派股息	Dividends declared in respect of the previous year	—	(80,113)	—	—	(80,113)
於2020年12月31日及 2021年1月1日的結餘	Balance at 31 December 2020 and 1 January 2021	181	412,534	2,917	6,633	422,265
<b>2021年的權益變動： Changes in equity for 2021:</b>						
年度全面收益總額	Total comprehensive income for the year	—	—	(6,543)	1,355	(5,188)
過往年度所宣派股息	Dividends declared in respect of the previous year	—	(131,632)	—	—	(131,632)
本年度所宣派股息	Dividends declared in respect of the current year	—	(86,996)	—	—	(86,996)
於2021年12月31日的結餘	Balance at 31 December 2021	181	193,906	(3,626)	7,988	198,449

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 22 資本、儲備及股息(續)

#### (b) 股本

##### 法定股本

		2021年 2021		2020年 2020	
		股份數目 No. of shares (千股) (‘000)	金額 Amount 千美元 US\$‘000	股份數目 No. of shares (千股) (‘000)	金額 Amount 千美元 US\$‘000
法定:	<b>Authorised:</b>				
每股普通股0.0001美元	Ordinary shares of US\$0.0001 each	<b>1,000,000</b>	<b>100</b>	1,000,000	100

##### 已發行股本

##### Issued share capital

		2021年 2021		2020年 2020	
		股份數目 No. of shares (千股) (‘000)	人民幣千元 RMB‘000	股份數目 No. of shares (千股) (‘000)	人民幣千元 RMB‘000
已發行及繳足的 普通股:	<b>Ordinary shares, issued and fully paid:</b>				
於1月1日及12月31日	At 1 January and 31 December	<b>276,407</b>	<b>181</b>	276,407	181

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 22 資本、儲備及股息(續)

### (c) 股息

- (i) 本年度應付本公司權益股東之股息：

## 22 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

### (c) Dividends

- (i) Dividends payable to equity shareholders of the Company attributable to the year:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
於綜合中期財務狀況表日期後的中期股息每股股份0.379港元	Interim dividend of HKD0.379 per share after the consolidated statement of interim financial position date	86,996	—
於綜合財務狀況表日期後建議派付的末期股息每股股份0.473港元(2020年：於綜合財務狀況表日期後建議派付的末期股息每股股份0.564港元)	Final dividend of HKD0.473 per share proposed after the consolidated statement of financial position date (2020: final dividend of HKD0.564 per share proposed after the consolidated statement of financial position date)	106,055	131,632
		<b>193,051</b>	131,632

於報告期末後，待股東批准的、建議派付的末期股息並無於報告期末確認為負債。

The final dividend proposed for shareholders' approval after the end of the reporting period has not been recognised as a liability at the end of the reporting period.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 22 資本、儲備及股息(續)

#### (c) 股息(續)

- (ii) 上個財政年度應付本公司權益股東、於年內已批准及派付的股息如下：

	2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
於年內已批准及派付的上 個財政年度末期股息每 股股份0.564港元(2020 年：末期股息每股股份 0.228港元及特別股息每 股股份0.091港元)	131,632	80,113

### 22 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

#### (c) Dividends (Continued)

- (ii) Dividends payable to equity shareholders of the Company attributable to the previous financial year, approved and paid during the year:

#### (d) 儲備的性質及用途

##### (i) 股份溢價

股份溢價是指已發行股份面值總額與自權益股東收取的所得款項淨額之間的差額。根據開曼群島公司法，本公司股份溢價賬可供分派股息予本公司權益股東，惟緊隨建議分派股息當日後，本公司將有能力於其正常業務過程中付清其到期債務。

#### (d) Nature and purpose of reserves

##### (i) Share premium

Share premium represents the difference between the total amount of the par value of shares issued and the amount of the net proceeds received from the equity shareholders. Under the Companies Law of the Cayman Islands, the share premium account of the Company is distributable to the equity shareholders of the Company provided that immediately following the date on which the dividend is proposed to be distributed, the Company would be in a position to pay off its debts as they fall due in the ordinary course of business.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 22 資本、儲備及股息(續)

### (d) 儲備的性質及用途(續)

#### (ii) 中國法定儲備

法定儲備乃依據中國相關的規則及法規以及組成本集團的公司(該等公司於中國註冊成立)的組織章程細則建立，直至儲備餘額達到其註冊資本的50%。該儲備的轉撥須於向股權持有人分派股息之前作出。

就有關實體而言，法定儲備可用於彌補之前年度的虧損(倘有)，且可轉換為股權持有人現有股權按比例劃分的資本，惟前提條件為有關轉換後的儲備餘額不少於該實體的註冊資本的25%。

#### (iii) 匯兌儲備

匯兌儲備包括中國大陸境外業務的財務報表換算產生的所有外匯差額。該儲備乃根據附註1(t)所載列的會計政策處理。

## 22 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

### (d) Nature and purpose of reserves

(Continued)

#### (ii) PRC statutory reserves

Statutory reserves is established in accordance with the relevant PRC rules and regulations and the articles of association of the companies comprising the Group which are incorporated in the PRC until the reserve balance reaches 50% of their registered capital. The transfer to this reserve must be made before distribution of a dividend to equity holders.

For the entities concerned, statutory reserves can be used to cover previous years' losses, if any, and may be converted into capital in proportion to the existing equity interests of equity holders, provided that the balance of the reserve after such conversion is not less than 25% of the entity's registered capital.

#### (iii) Exchange reserve

The exchange reserve comprises all foreign exchange differences arising from the translation of the financial statements of operations outside the mainland China. The reserve is dealt with in accordance with the accounting policies set out in note 1(t).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 22 資本、儲備及股息(續)

#### (e) 資本管理

本集團資本管理的主要目標為保障本集團持續經營的能力，以透過對服務作出與風險水準相稱的定價及以合理成本取得融資，繼續為股東提供回報及為其他利益相關者提供利益。於截至2020年及2021年12月31日止年度，本集團的整體策略保持不變。

本集團的資本架構包括銀行貸款及租賃負債減現金及現金等價物，而本集團的權益包括已發行股本、留存利潤及其他儲備。

本公司董事定期檢討資本架構。根據經營預算，董事考慮資本成本及與各類別資本有關的風險，透過派付股息、發行新股及發行新債券或贖回現有債券，平衡其整體資本架構。

於整個報告期內，本集團並無面臨外部施加的資本要求。

### 22 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

#### (e) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing services commensurately with the level of risk and by securing access to finance at a reasonable cost. The Group's overall strategy remains unchanged throughout the years ended 31 December 2020 and 2021.

The capital structure of the Group consists of bank loans and lease liabilities less cash and cash equivalents, and equity of the Group, comprising issued share capital, retained profits and other reserves.

The directors of the Company review the capital structure periodically. Based on the operating budgets, the directors consider the cost of capital and the risks associated with each class of capital and balances its overall capital structure through the payment of dividends, new share issues as well as the issue of new debt or the redemption of existing debts.

The Group is not subject to externally imposed capital requirements throughout the reporting period.



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 23 財務風險管理

所面臨的信貨、流動資金、利率及外匯風險乃於本集團的日常業務過程中產生。

本集團的金融資產包括現金及現金等價物、按公平值計入損益的金融資產以及貿易及其他應收款項。本集團的金融負債包括貿易及其他應付款項。

本集團所面對的該等風險及本集團為管理該等風險所採用的財務風險管理政策及慣例載述於下文。

#### (a) 信貨風險

本集團的信貨風險主要可歸因於銀行現金、定期存款以及貿易及其他應收款項。管理層已實施信貨政策，並持續監控面臨的該等信貨風險。

本集團的銀行現金及定期存款主要於知名的金融機構持有。管理層預計該等存款不會產生任何重大信貨風險，且預計該等金融機構可能不會違約及為本集團帶來虧損。

本集團分類為按公平值計入損益的金融資產的理財產品由知名的金融機構發行。本集團認為，於報告期內並無重大信貨風險及該等理財產品並無產生任何虧損。

### 23 FINANCIAL RISK MANAGEMENT

Exposure to credit, liquidity, interest rate and currency risks arise in the normal course of the Group's business.

Financial assets of the Group include cash and cash equivalents, time deposits, financial assets measured at fair value through profit or loss and trade and other receivables. Financial liabilities of the Group include trade and other payables.

The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

#### (a) Credit risk

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

The cash at bank and time deposits of the Group are mainly held with well-known financial institutions. Management does not foresee any significant credit risks from these deposits and does not expect that these financial institutions may default and cause losses to the Group.

The Group's wealth management products classified as financial assets at fair value through profit or loss are issued by well-known financial institutions. The Group considers that there is no significant credit risk and these wealth management products did not generate any losses during the reporting period.

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(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 23 財務風險管理(續)

## (a) 信貸風險(續)

就應收關聯方款項而言，本集團已評定該等應收款項的預期信貸虧損率不大。因此，於報告期內並無就該等應收款項確認虧損撥備。

就其他應收款項(包括存款及預付款項、代表業主的付款、應收員工款項及其他)而言，本集團已評定，基於歷史結算記錄及前瞻性資料(包括經濟環境)，根據12個月預期虧損法計算的該等應收款項的預期信貸虧損率不大。因此，於報告期內並無就該等應收款項確認虧損撥備。

就應收第三方貿易款項而言，本集團按相等於存續期預期信貸虧損的金額(用撥備矩陣計算)計量虧損撥備。本集團認為，當每個報告期間物業管理及其他服務費的收款率及估計預期信貸虧損率大幅下降時，發生違約事件。就有關非物業管理服務(如諮詢服務)的貿易應收款項而言，該等應收款項一般於6個月內結算。本集團已評定，基於歷史結算記錄及前瞻性資料(包括經濟環境)，根據存續期預期信貸虧損計算的該等應收款項的預期信貸虧損率不大。由於本集團的過往信貸虧損經驗顯示不同客戶分部的虧損模式有重大差異，故按賬齡資料計算的虧損撥備按收益確認日期進行分析，於本集團不同客戶群間進一步區分。

## 23 FINANCIAL RISK MANAGEMENT

(Continued)

## (a) Credit risk (Continued)

In respect of amounts due from related parties, the Group has assessed that the expected credit loss rate for these receivables is immaterial. Thus no loss allowance provision for these receivables was recognised during the reporting period.

In respect of other receivables including deposits and prepayment, payments on behalf of property owners, advances to employees and others, the Group has assessed that the expected credit loss rate for these receivables is immaterial under 12 months expected losses method based on historical settlement records and looking-forward information (including the economic environment). Thus no loss allowance provision for these receivables was recognised during the reporting period.

In respect of trade receivables from third parties, the Group measures loss allowances at an amount equal to lifetime ECLs, which is calculated using a provision matrix. The Group considers that a default event occurs when significant decrease in property management and other service fee collection rate and estimates the expected credit loss rate for each reporting period. For trade receivables relating to non-property management services, such as consulting services, these receivables are normally settled within 6 months. The Group has assessed that the expected credit loss rate for these receivables is immaterial under lifetime ECLs based on historical settlement records and looking-forward information (including the economic environment). As the Group's historical credit loss experience indicates significantly different loss patterns for different customer segments, the loss allowance based on ageing information, which is analysed base on the date of revenue recognition, is further distinguished between the Group's different customer bases.

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### 23 財務風險管理(續)

#### (a) 信貸風險(續)

本集團的客戶數目龐大，故並無來自第三方信貸風險集中的情況。

於2021年12月31日，本集團的貿易應收款項人民幣13,484,000元(2020年12月31日：人民幣11,631,000元)個別釐定為減值。與存在收款困難的客戶相關的個別減值應收款項，管理層評估僅部分應收款項預期可收回。因此，於2021年12月31日確認貿易應收款項特定減值撥備為人民幣13,484,000元(2020年12月31日：人民幣10,936,000元)。

於2021年12月31日，根據集團整體貿易應收款項賬齡的評估額外作出呆賬撥備人民幣17,822,000元(2020年：人民幣8,239,000元)。下表以撥備矩陣方式列出有關本集團2021年及2020年12月31日貿易應收款項的信貸風險和預期信貸虧損。

### 23 FINANCIAL RISK MANAGEMENT

(Continued)

#### (a) Credit risk (Continued)

The Group has no concentrations of credit risk from third parties in view of its large number of customers.

At 31 December 2021, the Group's trade receivables of RMB13,484,000 (31 December 2020: RMB11,631,000) were individually determined to be impaired. The individually impaired receivables related to customers that were in collection difficulties and management assessed that only a portion of the receivables is expected to be recovered. Consequently, specific allowance for impairment of trade receivables of RMB13,484,000 (31 December 2020: RMB10,936,000) were recognised as at 31 December 2021.

At 31 December 2021, the allowances for doubtful debts of RMB17,822,000 (2020: RMB8,239,000) were additionally made based on a collective group basis assessment by ageing of trade receivables. The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables by using a provision matrix as at 31 December 2021 and 2020.

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23 財務風險管理(續)

23 FINANCIAL RISK MANAGEMENT

(Continued)

(a) 信貸風險(續)

(a) Credit risk (Continued)

於2021年12月31日	At 31 December 2021	預期虧損率 Expected loss rate	賬面值總額 Gross carrying amount 人民幣千元 RMB'000	虧損撥備 Loss allowance 人民幣千元 RMB'000
非物業管理服務 於1年內	Non-property management services Within 1 year	3%	15,802	474
			15,802	474
物業管理服務 於1年內	Property management services Within 1 year	15%	73,059	11,121
1至2年	1 to 2 years	60%	4,315	2,589
超過2年	Over 2 years	100%	3,638	3,638
			81,012	17,348
總計	Total		96,814	17,822
於2020年12月31日	At 31 December 2020	預期虧損率 Expected loss rate	賬面值總額 Gross carrying amount 人民幣千元 RMB'000	虧損撥備 Loss allowance 人民幣千元 RMB'000
非物業管理服務 於1年內	Non-property management services Within 1 year	—	9,243	—
			9,243	—
物業管理服務 於1年內	Property management services Within 1 year	22%	15,908	3,500
1至2年	1 to 2 years	60%	3,829	2,297
超過2年	Over 2 years	100%	2,442	2,442
			22,179	8,239
總計	Total		31,422	8,239

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# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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## 23 財務風險管理(續)

### (a) 信貸風險(續)

預期虧損率按過往三年的實際虧損經驗計算。此等比率為反映期內(往績數據已在期間收集)經濟狀況差異、目前狀況及本集團對應收款項預期存續期的經濟狀況之意見，而加以調整。有關本集團因貿易及其他應收款項而產生的信貸風險的進一步量化披露載於附註14。

### (b) 流動資金風險

本集團的管理層持續檢討本集團的流動資金狀況，包括檢討預期現金流入及流出，以及貸款及借款的到期日，以確保其維持充足的現金儲備及自主主要金融機構及／或本集團的其他公司獲得足夠的承諾貸款額，以滿足其短期及長期的流動資金需求。

下表顯示本集團於各報告期末金融負債的餘下合約期限，乃根據合約未折現現金流量(包括使用合約利率計算的利息付款，或如屬浮息，則按各報告期末的現行利率計算)及本集團可能需支付的最早日期計算：

## 23 FINANCIAL RISK MANAGEMENT

(Continued)

### (a) Credit risk (Continued)

Expected loss rates are based on actual loss experience over the past 3 years. These rates are adjusted to reflect differences between economic conditions during the period over which the historic data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables. Further quantitative disclosures in respect of Group's exposure to credit risk arising from trade and other receivables are set out in note 14.

### (b) Liquidity risk

The Group's management reviews the liquidity position of the Group on an ongoing basis, including review of the expected cash inflows and outflows and maturity of loans and borrowings in order to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions and/or from other Group companies to meet its liquidity requirements in the short and longer term.

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

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23 財務風險管理(續)

23 FINANCIAL RISK MANAGEMENT

(Continued)

(b) 流動資金風險(續)

(b) Liquidity risk (Continued)

於2021年12月31日						
As at 31 December 2021						
合約的未貼現現金流出						
Contractual undiscounted cash outflow						
1年內或 按要求	超過1年 但2年內	超過2年 但5年內	超過5年	總計	於12月31日的 賬面值	
Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total	Carrying amount at 31 December	
人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	
貿易及其他應付款項 Trade and other payables	495,865	—	—	—	495,865	495,865
租賃負債 Lease liabilities	1,637	121	—	—	1,758	1,705
	497,502	121	—	—	497,623	497,570

於2020年12月31日						
As at 31 December 2020						
合約的未貼現現金流出						
Contractual undiscounted cash outflow						
1年內或 按要求	超過1年 但2年內	超過2年 但5年內	超過5年	總計	於12月31日的 賬面值	
Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total	Carrying amount at 31 December	
人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	
貿易及其他應付款項 Trade and other payables	473,326	—	—	—	473,326	473,326
租賃負債 Lease liabilities	1,302	1,346	—	—	2,648	2,505
	474,628	1,346	—	—	475,974	475,831

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### 23 財務風險管理(續)

#### (c) 利率風險

本集團的利率風險主要為現金及現金等價物、受限制現金、定期存款及租賃負債。

下表詳列本集團計息金融工具的利率概況：

### 23 FINANCIAL RISK MANAGEMENT

(Continued)

#### (c) Interest rate risk

The Group's interest rate risk arises primarily from cash and cash equivalents, restricted cash, time deposits and lease liabilities.

The following table details the interest rate profile of the Group's interest-bearing financial instruments:

		2021年12月31日 At 31 December 2021		2020年12月31日 At 31 December 2020	
		實際利率 Effective interest rate		實際利率 Effective interest rate	
		%	人民幣千元 RMB'000	%	人民幣千元 RMB'000
<b>固定利率金融工具：</b>	<b>Fixed rate financial instruments:</b>				
原到期日超過三個月的 銀行定期存款(附註15)	Time deposits held at the bank with original maturity over three months (note 15)	0.93% ~ 4.13%	397,177	1.32% ~ 4.13%	469,828
原到期日不超過三個月的 銀行定期存款(附註17)	Fixed deposits held at the bank with original maturity within three months (note 17)	3.30%	273,623	3.30%	168,732
租賃負債(附註20)	Lease liabilities (note 20)	4.75%	(1,705)	4.75%	(2,505)
<b>浮動利率金融工具：</b>	<b>Variable rate financial instruments:</b>				
銀行現金及受限制銀行結餘 (附註17)	Cash at bank and restricted bank balance (note 17)	0.30%	689,095	0.30%	682,892

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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### 23 財務風險管理(續)

#### (c) 利率風險(續)

本集團未計入按公平值計入損益的任何固定利率金融工具(例如定期存款及租賃負債)。因此，報告期末利率變動不會影響損益。

於報告期末，就本集團持有的浮動利率非衍生金融工具(如現金及現金等價物以及受限制現金)產生的現金流量利率風險敞口而言，本集團不會面臨重大利率風險，原因是銀行現金利率預期不會大幅變動。

整體而言，本集團的利率風險並不重大。

#### (d) 外匯風險

本集團主要通過以非本集團所屬實體各自功能貨幣計價的買賣而存有外匯風險。

本公司、英屬維爾京群島附屬公司及香港附屬公司的功能貨幣均為港元。該等公司主要以港元經營。此外，由於港元與美元掛鈎，本集團認為港元與美元的匯率變動風險不大。

本集團中國附屬公司的功能貨幣是人民幣，而業務亦主要以人民幣經營，因此本集團認為外匯風險不大。

### 23 FINANCIAL RISK MANAGEMENT

(Continued)

#### (c) Interest rate risk (Continued)

The Group does not account for any fixed rate financial instruments, such as time deposits and lease liabilities, at fair value through profit or loss. Therefore, a change in interest rate at the end of the reporting period would not affect profit or loss.

In respect of the exposure to cash flow interest rate risk arising from floating rate non-derivative financial instruments held by the Group, such as cash and cash equivalents and restricted cash, at the end of the reporting period, the Group is not exposed to significant interest rate risk as the interest rates of cash at bank are not expected to change significantly.

Overall, the Group's exposure to interest rate risk is not significant.

#### (d) Currency risk

The Group is exposed to currency risk primarily through sales and purchases that are denominated in a currency other than the respective functional currencies of Group entities.

The Company, the BVI subsidiary and the Hong Kong subsidiary's functional currency is Hong Kong Dollar (HKD). Their businesses are principally conducted in HKD. In addition, as the HKD is pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant.

The Group's PRC subsidiaries' functional currency is RMB and their businesses are principally conducted in RMB. Therefore, the Group considers the currency risk to be insignificant.



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## 23 財務風險管理(續)

### (e) 公平值計量

#### (i) 按公平值計量的金融資產及負債

##### 公平值級別

下表呈列本集團按經常性基準於報告期末計量之金融工具的公平值，並按香港財務報告準則第13號公平值計量所界定三個公平值級別分類。公平值計量級別乃參照估值技術所用輸入數據之可觀察性及重要性釐定如下：

- 第一級別估值：僅使用第一級別輸入數據計量之公平值，即於計量日期相同資產或負債在交投活躍之市場中未經調整之報價
- 第二級別估值：使用第二級別輸入數據計量之公平值，即不符合第一級別之可觀察輸入數據，且未有使用重大不可觀察輸入數據。不可觀察輸入數據指無法取得市場數據之輸入數據
- 第三級別估值：使用重大不可觀察輸入數據計量之公平值

## 23 FINANCIAL RISK MANAGEMENT

(Continued)

### (e) Fair value measurement

#### (i) Financial assets and liabilities measured at fair value

##### Fair value hierarchy

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

- Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date
- Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available
- Level 3 valuations: Fair value measured using significant unobservable inputs

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 23 財務風險管理(續)

### (e) 公平值計量(續)

- (i) 按公平值計量的金融資產及負債(續)  
公平值級別(續)

## 23 FINANCIAL RISK MANAGEMENT

(Continued)

### (e) Fair value measurement (Continued)

- (i) **Financial assets and liabilities measured at fair value** (Continued)  
*Fair value hierarchy (Continued)*

於2021年12月31日的公平值計量  
使用以下級別

Fair value measurement  
as at 31 December 2021 using

	於2021年 12月31日的 公平值 Fair value at 31 December 2021 人民幣千元 RMB'000	於2021年12月31日的公平值計量 使用以下級別		
		第一級別 Level 1 人民幣千元 RMB'000	第二級別 Level 2 人民幣千元 RMB'000	第三級別 Level 3 人民幣千元 RMB'000
經常性公平值計量： Recurring fair value measurement:				
資產 Assets:				
按公平值計入損益—財資產品 FPVL — treasury products (note (i)) (附註(i))	24,044	—	—	24,044

- (i) 該等金融資產指若干金融機構發行的部分財資產品，並於各報告期結束時購買。該等產品於各年末日的公平值與其賬面值相若。

- (i) These financial assets represent certain treasury products issued by certain financial institutions and were purchased at the end of the reporting period. Their fair values approximates to their carrying amounts as at respective year end date.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 23 財務風險管理(續)

### (e) 公平值計量(續)

- (i) 按公平值計量的金融資產及負債(續)  
公平值級別(續)

年內以上三級公平值計量餘額的變動如下：

		2021年 2021 人民幣千元 RMB'000
按公平值計入損益：	FVPL:	
於1月1日	At 1 January	—
購買所付款項	Payment for purchases	113,700
銷售所得款項	Proceeds from sales	(90,064)
按公平值計入損益的已變現及未變現收益淨額	Net realised and unrealised gains on FVPL	408
於12月31日	At 31 December	24,044

- (ii) 並非按公平值列賬之金融資產及負債的公平值

本集團按成本或攤銷成本列賬的金融工具的賬面值與2021年及2020年12月31日的公平值並無重大差異。

## 24 或然負債

於2021年12月31日，本集團並無任何重大或然負債。

## 23 FINANCIAL RISK MANAGEMENT

(Continued)

### (e) Fair value measurement (Continued)

- (i) **Financial assets and liabilities measured at fair value** (Continued)  
*Fair value hierarchy (Continued)*

The movements during the year in the balance of these Level 3 fair value measurements are as follows:

- (ii) **Fair value of financial assets and liabilities carried at other than fair value**

The carrying amounts of the Group's financial instruments carried at cost or amortised cost are not materially different from their fair values as at 31 December 2021 and 2020.

## 24 CONTINGENT LIABILITIES

The Group did not have any material contingent liabilities as at 31 December 2021.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 25 承擔

截至2021年12月31日，尚未於財務報表撥備的未償還資本承擔如下：

### 25 COMMITMENTS

Capital commitments outstanding at 31 December 2021 not provided for in the financial statements were as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
已訂約	Contracted for	4,851	—
		4,851	—

### 26 重大關聯方交易

除綜合財務報表其他章節披露的關聯方資料以外，本集團訂立下列重大關聯方交易。

#### (a) 關聯方名稱及與關聯方的關係

於報告期內，與下列各方的交易被視為關聯方交易：

### 26 MATERIAL RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the consolidated financial statements, the Group entered into the following significant related party transactions.

#### (a) Name of and relationship with related parties

During the reporting period, transactions with the following parties are considered as related party transactions:

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 26 重大關聯方交易(續)

### (a) 關聯方名稱及與關聯方的關係(續)

## 26 MATERIAL RELATED PARTY

### TRANSACTIONS (Continued)

### (a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
戚金興先生 Mr. Qi Jinxing	本公司控股股東 Controlling shareholder of the Company
杭州濱江投資控股有限公司(「濱江控股」)及其附屬公司，包括： Hangzhou Binjiang Investment Holding Limited ("Binjiang Holding") and its subsidiaries, including:	
(i) 濱江房產及其附屬公司；及	戚金興先生為控股股東
(ii) 杭州濱江餐飲管理有限公司(「濱江餐飲」)	
(i) Binjiang Real Estate and its subsidiaries; and	Mr. Qi Jinxing is a controlling shareholder
(ii) Hangzhou Binjiang Catering Management Limited ("Binjiang Catering")	
杭州濱保房地產開發有限公司 Hangzhou Binbao Real Estate Development Co., Ltd.	2021年10月前濱江控股的聯營 公司及2021年10月後濱江控股 的附屬公司 Associate of Binjiang Holding before October 2021 and subsidiary of Binjiang Holding after October 2021
杭州西江置業有限公司 Hangzhou Xijiang Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州興塘置業有限公司 Hangzhou Xingtang Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 26 重大關聯方交易(續)

#### (a) 關聯方名稱及與關聯方的關係(續)

### 26 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

#### (a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州秦茂置業有限公司 Hangzhou Qinmao Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州星悅房地產開發有限公司 Hangzhou Xingyue Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州保泓房地產開發有限公司 Hangzhou Baohong Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州京江房地產開發有限公司 Hangzhou Jingjiang Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱園實業有限公司 Hangzhou Binyuan Industrial Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州博航房地產開發有限公司 Hangzhou Bohang Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱宇房地產開發有限公司 Hangzhou Binyu Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱安房地產開發有限公司 Hangzhou Binan Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱沁房地產開發有限公司 Hangzhou Binqin Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 26 重大關聯方交易(續)

### (a) 關聯方名稱及與關聯方的關係(續)

## 26 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

### (a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州濱博房地產開發有限公司 Hangzhou Binbo Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
金華濱藍房地產開發有限公司 Jinhua Binlan Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州西江橫橋置業有限公司 Hangzhou Xijiang Hengqiao Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱豐房地產開發有限公司 Hangzhou Binfeng Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
蘇州濱原房地產開發有限公司 Suzhou Binyuan Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州星昀置業有限公司 Hangzhou Xingyun Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱文房地產開發有限公司 Hangzhou Binwen Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州申睿物流科技有限公司 Hangzhou Shenrui Logistics Technology Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 26 重大關聯方交易(續)

#### (a) 關聯方名稱及與關聯方的關係(續)

### 26 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

#### (a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
樂清市梁榮置業有限公司 Yueqing Liangrong Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
德清京盛房地產開發有限公司 Deqing Jingsheng Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
溫州浙同置業有限公司 Wenzhou Zhetong Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州天悅房地產開發有限公司 Hangzhou Tianyue Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州同達置業有限公司 Hangzhou Tongda Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州信達奧體置業有限公司 Hangzhou Xinda Olympic Sports Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州綠城浙芷置業有限公司 Hangzhou Greentown Zhezhi Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
溫嶺錦輝置業有限公司 Wenling Jinhui Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 26 重大關聯方交易(續)

### (a) 關聯方名稱及與關聯方的關係(續)

## 26 MATERIAL RELATED PARTY

### TRANSACTIONS (Continued)

### (a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州金昇房地產開發有限公司 Hangzhou Jinsheng Real Estate Development Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州信達地產有限公司 Hangzhou Xinda Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州西江沈家弄置業有限公司 Hangzhou Xijiang Shenjialong Real Estate Co., Ltd.	濱江控股的聯營公司 Associate of Binjiang Holding
杭州智合物業管理有限公司 Hangzhou Zhihe Property Management Co., Ltd.	本集團的聯營公司 Associate of the Group
杭州智濱科技服務有限公司 Hangzhou Zhibin Technology Co., Ltd.	本集團的聯營公司 Associate of the Group

本公司之英文譯名僅供參考。該公司的官方名稱乃以中文表示。

The English translation of the Company name is for reference only. The official names of these companies are in Chinese.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 26 重大關聯方交易(續)

#### (b) 主要管理層人員酬金

本集團主要管理層人員酬金(包括已付本公司董事的款項(誠如附註7所披露)及若干最高薪酬員工(誠如附註8所披露))如下:

### 26 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

#### (b) Key management personnel remuneration

Remuneration for key management personnel of the Group, including amounts paid to the Company's directors as disclosed in note 7 and certain of the highest paid employees as disclosed in note 8, is as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
工資、津貼及實物福利	Salaries, allowances and benefits in kind	6,963	5,323
酌情花紅	Discretionary bonuses	3,012	2,090
退休計劃供款	Retirement scheme contributions	240	228
		<b>10,215</b>	7,641

薪酬總額計入「員工成本」(見附註5(b))。

Total remuneration is included in "staff costs" (see note 5(b)).

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 26 重大關聯方交易(續)

#### (c) 重大關聯方交易

本集團與上述關聯方於報告期間的重大交易詳情如下：

### 26 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

#### (c) Significant related party transactions

Particulars of significant transactions between the Group and the above related parties during the reporting period are as follows:

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
物業管理服務、交付前服務、諮詢服務及物業銷售經紀服務收入來自：	Property management services, pre-delivery services, consulting services and brokerage services for property sales income from:		
— 濱江控股及其附屬公司	— Binjiang Holding and its subsidiaries		
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	304,930	181,767
— 濱江控股及其他附屬公司	— Binjiang Holding and its other subsidiaries	500	225
— 濱江控股的聯營公司	— Associates of Binjiang Holding	146,977	82,797
— 本集團的聯營公司	— Associates of the Group	5,193	—
接受短期租賃服務	Receiving services of short-term leases		
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	1,918	37
自以下公司收購使用權資產：	Acquisitions of right-of-use assets from:		
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	1,159	—
租賃負債利息開支：	Interest expense on lease liabilities:		
— 濱江房產及其附屬公司(附註(i))	— Binjiang Real Estate and its subsidiaries (note (i))	57	133
接受以下公司的餐飲服務：	Receiving catering services from:		
— 濱江餐飲	— Binjiang Catering	—	204
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	822	—
自以下公司購買商品：	Purchasing goods from:		
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	35,141	29,129

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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26 重大關聯方交易(續)

26 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

(d) 與關聯方的結餘

(d) Balances with related parties

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
<b>應收以下公司款項：</b>			
濱江房產及其附屬公司	<b>Amounts due from:</b> Binjiang Real Estate and its subsidiaries		
— 貿易性質	— Trade nature	44,571	23,748
濱江控股的聯營公司	Associates of Binjiang Holding		
— 貿易性質	— Trade nature	20,660	10,688
		<b>65,231</b>	<b>34,436</b>
<b>應付以下公司款項：</b>			
濱江房產及其附屬公司	<b>Amounts due to:</b> Binjiang Real Estate and its subsidiaries		
— 貿易性質	— Trade nature	18,080	12,566
濱江控股的聯營公司	Associates of Binjiang Holding		
— 貿易性質	— Trade nature	7,866	5,048
		<b>25,946</b>	<b>17,614</b>
<b>應付租賃負債：</b>			
— 濱江房產及其附屬公司	<b>Lease liabilities due to:</b> — Binjiang Real Estate and its subsidiaries	638	791

(i) 截至2021年及2020年12月31日止年度，本集團免費在中國使用濱江房產的商標。

(i) For the year ended 31 December 2021 and 2020 the Group used the trademarks of Binjiang Real Estate in the PRC on a royalty-free basis.

(ii) 應收／應付關聯方款項為無抵押及免息。

(ii) Amounts due from/to related parties are unsecured and interest-free.

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 26 重大關聯方交易(續)

### (e) 上市規則就關連交易的適用性

上文所述有關向濱江房產及其附屬公司提供物業管理服務、諮詢服務、交付前服務及經紀服務以及自濱江房產及其附屬公司租賃若干物業的關聯方交易，構成上市規則第14A章所界定的關連交易或持續關連交易。上市規則第14A章所規定的披露事項載於董事會報告「持續關連交易」一節。

上文所述有關使用濱江房產的商標、接受濱江房產之餐飲服務的關聯方交易構成上市規則第14A章所界定的關連交易或持續關連交易，但由於該等交易低於上市規則第14A.76(1)條規定的最低閾值，故獲豁免遵守該等披露規定。

## 26 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

### (e) Applicability of the Listing Rules relating to connected transactions

The related party transactions in respect of provision of property management services, consulting services, pre-delivery services and brokerage services to Binjiang Real Estate and its subsidiaries and certain properties leased from Binjiang Real Estate and its subsidiaries above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. The disclosures required by Chapter 14A of the Listing Rules are provided in section "CONTINUING CONNECTED TRANSACTIONS" of the Report of Directors.

The related party transactions in respect of using trademarks of Binjiang Real Estate, receiving catering services from Binjiang Real Estate above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. However, those transactions are exempt from the disclosure requirements in Chapter 14A of the Listing Rules as they are below the de minimis threshold under Rule 14A.76(1).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

## 27 公司層面之財務狀況表

## 27 COMPANY-LEVEL STATEMENT OF FINANCIAL POSITION

		2021年 2021 人民幣千元 RMB'000	2020年 2020 人民幣千元 RMB'000
<b>非流動資產</b>	<b>Non-current assets</b>		
於一家附屬公司的投資	Investment in a subsidiary	87,676	90,249
物業、廠房及設備	Property, plant and equipment	336	468
		<b>88,012</b>	90,717
<b>流動資產</b>	<b>Current assets</b>		
貿易及其他應收款項	Trade and other receivables	8,663	13,493
定期存款	Time deposits	71,606	318,528
現金及現金等價物	Cash and cash equivalents	41,527	10,798
		<b>121,796</b>	342,819
<b>流動負債</b>	<b>Current liability</b>		
貿易及其他應付款項	Trade and other payables	11,359	11,271
		<b>11,359</b>	11,271
<b>流動資產淨額</b>	<b>Net current assets</b>	<b>110,437</b>	331,548
<b>資產總值減流動負債</b>	<b>Total assets less current liabilities</b>	<b>198,449</b>	422,265
<b>資產淨值</b>	<b>NET ASSETS</b>	<b>198,449</b>	422,265
<b>資本及儲備(附註22(a))</b>	<b>CAPITAL AND RESERVES</b> (note 22(a))		
股本	Share capital	181	181
儲備	Reserves	198,268	422,084
<b>總權益</b>	<b>TOTAL EQUITY</b>	<b>198,449</b>	422,265

## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 28 報告期後的非調整事項

於報告期末後，董事建議派付末期股息。進一步詳情於附註22(c)(i)披露。

### 29 直接及最終控股方

於2021年12月31日，董事認為本集團的最終控股方為個人戚金興先生。

於2021年12月31日，董事認為本集團的直接母公司為巨龍創投有限公司。該實體並無編製可供公眾取用之財務報表。

### 30 於截至2021年12月31日止年度已頒佈但尚未生效之修訂、新準則及詮釋的潛在影響

直至本財務報表刊發日期，國際會計準則理事會已頒佈多項於截至2021年12月31日止年度尚未生效亦無於財務報表內獲採納的修訂及一項新準則國際財務報告準則第17號保險合約，當中包括以下可能與本集團相關的修訂及新準則。

### 28 NON-ADJUSTING EVENTS AFTER THE REPORTING PERIOD

Subsequent to the end of the reporting period, the directors proposed a final dividend. Further details are disclosed in note 22(c)(i).

### 29 IMMEDIATE AND ULTIMATE CONTROLLING PARTY

At 31 December 2021, the directors consider the ultimate controlling party of the Group to be Mr. Qi Jinxing, an individual person.

At 31 December 2021, the directors consider the immediate parent of the Group to be Great Dragon Ventures Limited. This entity does not produce financial statements available for public use.

### 30 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2021

Up to the date of issue of these financial statements, the IASB has issued a number of amendments and a new standard, IFRS 17, Insurance contracts, which are not yet effective for the year ended 31 December 2021 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

30 於截至2021年12月31日止年度已頒佈但尚未生效之修訂、新準則及詮釋的潛在影響(續)

30 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2021 (Continued)

於以下日期或之後開始的會計期間有效  
Effective for accounting periods  
beginning on or after

香港財務報告準則第16號修訂本，2021年6月30日後COVID-19相關租金減免 Amendment to HKFRS 16, Covid-19-related rent concessions beyond 30 June 2021	2021年4月1日 1 April 2021
國際財務報告準則第3號修訂本，引用概念框架 Amendments to IFRS 3, Reference to the Conceptual Framework	2022年1月1日 1 January 2022
國際會計準則第16號修訂本，物業、廠房及設備：作擬定用途前的所得款項 Amendments to IAS 16, Property, Plant and Equipment: Proceeds before Intended Use	2022年1月1日 1 January 2022
國際會計準則第37號修訂本，虧損合約 — 履行合約的成本 Amendments to IAS 37, Onerous Contracts — Cost of Fulfilling a Contract	2022年1月1日 1 January 2022
國際財務報告準則2018年至2020年週期之年度改進 Annual Improvements to IFRSs 2018–2020 Cycle	2022年1月1日 1 January 2022
國際財務報告準則第3號、國際會計準則第16號及國際會計準則第37號修訂本，狹義修訂 Amendments to IFRS 3, IAS 16 and IAS 37, Narrow-scope amendments	2022年4月1日 1 April 2022
國際會計準則第1號修訂本，財務報表的呈列、負債分類為流動或非流動 Amendments to IAS 1, Presentation of financial statement, Classification of Liabilities as current or non-current	2023年1月1日 1 January 2023
國際財務報告準則第4號修訂本，延長暫時豁免應用國際財務報告準則第9號之期限 Amendments to IFRS 4, Extension of the temporary exemption from applying IFRS9	2023年1月1日 1 January 2023
國際會計準則第1號及國際財務報告準則實務報告第2號修訂本，會計政策披露 Amendments to IAS1 and IFRS Practice Statement 2, Disclosure of Accounting Policies	2023年1月1日 1 January 2023
國際會計準則第8號修訂本，會計估計之定義 Amendments to IAS8, Definition of Accounting Estimates	2023年1月1日 1 January 2023



## 綜合財務報表附註

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in Renminbi Yuan unless otherwise indicated)

### 30 於截至2021年12月31日止年度已頒佈但尚未生效之修訂、新準則及詮釋的潛在影響(續)

### 30 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2021 (Continued)

於以下日期或之後開始的會計期間有效  
Effective for accounting periods  
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國際會計準則第12號修訂本，與單一交易產生之資產及負債相關之遞延稅項 Amendments to IAS12, Deferred Tax related to <i>Assets and Liabilities arising from a Single Transaction</i>	2023年1月1日 1 January 2023
國際財務報告準則第17號，保險合約及國際財務報告準則第17號修訂本，保險合約 IFRS 17, <i>Insurance Contracts and amendments to IFRS 17 Insurance Contracts</i>	2023年1月1日 1 January 2023
國際財務報告準則第10號及國際會計準則第28號修訂本，投資者與其聯營公司或合營企業之間的資產出售或注資 Amendments to IFRS 10 and IAS 28, <i>Sales or contribution of assets between an investor and its associate or a joint venture</i>	待確定 To be determined

本集團正在評估該等變動於初次應用期間預期將產生的影響。迄今為止，本集團認為採納該等變動不大可能對綜合財務報表有重大影響。

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements.



濱江服務

BINJIANG SERVICE

濱江服務集團有限公司

BINJIANG SERVICE GROUP CO. LTD.