



ICICLE

**Icicle Group Holdings Limited**

冰雪集團控股有限公司

A N N U A L R E P O R T

2021

(Incorporated in the Cayman Islands with limited liability)

STOCK CODE

8429

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# CORPORATE INFORMATION

## BOARD OF DIRECTORS

### Executive Director

Ms. Woo Chan Tak Chi Bonnie  
*(Chairperson and Chief Executive Officer)*

### Non-executive Director

Mr. Chow Sai Yiu Evan

### Independent non-executive Directors

Mr. Ip Arnold Tin Chee  
Mr. Hung Alan Hing Lun  
Mr. Man Ka Ho Donald

## COMPLIANCE OFFICER

Ms. Woo Chan Tak Chi Bonnie

## COMPANY SECRETARY

Ms. Tsui Sum Yi

## AUTHORISED REPRESENTATIVES

Ms. Woo Chan Tak Chi Bonnie  
Ms. Tsui Sum Yi

## AUDIT COMMITTEE

Mr. Ip Arnold Tin Chee *(Chairman)*  
Mr. Hung Alan Hing Lun  
Mr. Man Ka Ho Donald

## REMUNERATION COMMITTEE

Mr. Hung Alan Hing Lun *(Chairman)*  
Mr. Ip Arnold Tin Chee  
Mr. Man Ka Ho Donald  
Ms. Woo Chan Tak Chi Bonnie

## NOMINATION COMMITTEE

Mr. Man Ka Ho Donald *(Chairman)*  
Mr. Ip Arnold Tin Chee  
Mr. Hung Alan Hing Lun  
Ms. Woo Chan Tak Chi Bonnie

## AUDITOR

Moore Stephens CPA Limited  
*Registered Public Interest Entity Auditor*  
801–806 Silvercord, Tower 1  
30 Canton Road  
Tsimshatsui  
Kowloon  
Hong Kong

## REGISTERED OFFICE

Windward 3  
Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

## HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Unit B, 9th Floor  
Safety Godown Industrial Building  
56 Ka Yip Street  
Chai Wan  
Hong Kong

## PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Ocorian Trust (Cayman) Limited  
Windward 3  
Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

### HONG KONG SHARE REGISTRAR

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

### PRINCIPAL BANKERS

DBS Bank (Hong Kong) Limited  
16th Floor, The Center  
99 Queen's Road Central  
Central, Hong Kong

The Hongkong and Shanghai Banking Corporation Limited  
1 Queen's Road Central  
Hong Kong

### STOCK CODE

8429

### COMPANY WEBSITE

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

# LETTER FROM BONNIE CHAN WOO TO ICICLE INVESTORS

2021 was another challenging year. Despite the availability of COVID-19 vaccines, the emergence of new virus variants led to the tightening of travel restrictions and quarantine requirements in Hong Kong. These more stringent restrictions have had a severe negative impact on the retail and hospitality sectors, which were already negatively impacted by social unrest in 2019 and the initial outbreak of COVID-19 in 2020. When coupled with broader unfavorable macro-economic conditions such as rising interest rates, geo-political uncertainty, global supply chain constraints and the continued shift from traditional to digital media, these factors have all contributed towards the creation of an environment where clients are increasingly hesitant to commit to the print production projects that have traditionally been the core of our business.

These challenging market conditions have only strengthened my conviction that in order to continue to be relevant to our clients the Group needs to transition away from the print production business that was our past and towards a business that will possess the digital capabilities that our clients will need in the future. As such we are using this period of time, when there is a slowdown in print production, as an opportunity to evaluate and invest in initiatives that will form the cornerstone of our business in the future.

One such initiative is our partnership in China with a US-based media company active in the youth market. The partnership was officially launched around mid-2021 and while it is still in its infancy, the business has shown promising potential. Chinese audiences have viewed content produced by our partnership over 35 million times across various platforms in China and we have amassed over 110,000 followers on our proprietary social media channels in the market. In addition to early user engagement traction, we are also seeing satisfactory developments in commercialization. We will continue to invest into the partnership to cultivate a direct relationship with the audiences that brands are trying to reach. We will combine this audience relationship with our existing expertise in marketing services to deliver an integrated marketing solution that is superior in terms for both efficacy for our clients and profitability for the Group. It will also broaden our universe of potential clients from not just domestic clients but to foreign clients looking for an entry point into the world's largest consumer market — China. The digitally native nature of the Chinese audience will give the Group a platform to explore emerging opportunities in the Web 3.0 space.

The COVID-19 pandemic has caused significant social and economic disruptions globally. Our leadership team has exercised superior judgments throughout the pandemic. We remain well capitalised and are ready to take advantage of many of the exciting opportunities emerging from the new digital economy. I'd like to close by taking this opportunity to express my gratitude to our employees, who have shown remarkable adaptability and resilience in adverse times.

**Woo Chan Tak Chi Bonnie**

*Chairperson and Chief Executive Officer*

Hong Kong, 23 March 2022

# MANAGEMENT DISCUSSION AND ANALYSIS

## BUSINESS REVIEW AND OUTLOOK

As the years-long COVID persists, most of the businesses emerge stronger from disruption, the market economy in Hong Kong has recovered gradually in 2021. However, for some business sectors such as retail, luxury brands, hospitality and insurance that are more reliant on tourists and physical flow of people, the border and travel restrictions continued to suffer. The uncertain business recovery from COVID has been imposing a pressure on our key clients in marketing spend. Also, the ways to achieve marketing promotion purpose have been changed to focusing on brand collaboration and integration. These caused prolonged impact on our traditional marketing production business. Revenue from marketing production services for the year ended 31 December 2021 decreased by 14% as compared with last year.

To master the fast-paced change in marketing industry, the Group has expanded its content media business via a licensing deal with US-based entertainment company, focused on popular and emerging trends in style, sneakers, food, music, sports and pop culture. The Group's strategy is to use the associated strong intellectual property and brand among trend setters in China to create an integrated entertainment and e-commerce offering, which resonate strongly with the Chinese youth market. This will provide monetisation opportunities on several levels — domestic Chinese brands looking to grow their business among the next generation of Chinese shoppers, Western brands looking to enter the Chinese market, integrated e-commerce businesses, and live events. The first brand sponsorship deal was closed earlier this year and the original content has been launched in the fourth quarter of 2021. The revenue bringing to the Group from this content media business for the year ended 31 December 2021 was HK\$1.2 million. We see the great opportunity from this content media business and is investing in building a highly specialised content production and commercialisation team.

The Group's expanded e-commerce start-up business supplemented by operation of a café in Hong Kong has had a positive impact on revenue growth. The revenue from this business for the year ended 31 December 2021 was HK\$1.8 million which was 6.8 times of that as compared with last year. However, the business has yet to turn a profit and due to high operating costs and continued COVID-related challenges, the business is currently suspended, and accordingly the right-of-use assets, other fixed assets and inventories totaling of about HK\$4.1 million of the business have been written off in 2021.

The Group's revenue for the year ended 31 December 2021 decreased by 8.7% as compared with last year. The decrease in marketing production services revenue was offset by revenue generated by the new businesses. The Group's loss for the year ended 31 December 2021 increased significantly to 5.4 times as compared with last year. The significant increase in loss was mainly attributable to the expansion of the Group's new businesses in e-commerce and the content media business in order to cope with the fast-changing marketing trend from the traditional one.

Looking ahead, the 5th wave of COVID in Hong Kong would continue to impact our key clients and so as the Group's traditional marketing production business. Despite the decreased revenue, this business unit could still generate a modest profit resulting from very stringent cost control. Regarding the new content media business, the cost and effort investing in this business in 2021 has started to bring in some results of exciting business opportunities with few more deals secured as of the date of this annual results announcement. With the break-through of this new content media business, we believe that through the Group's strategic partnerships and solid financial reserves, the Group is well positioned to capitalise on the new and lucrative opportunities that will emerge in the post-Covid world.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

### FINANCIAL REVIEW

#### Revenue

The Group's revenue is principally generated from the provision of the marketing production services, e-commerce and retail business, operation of a café and content media business. During the year, the Group's revenue decreased by approximately 8.7% to approximately HK\$51.4 million (2020: HK\$56.3 million).

The following table sets forth the breakdown of the revenue by service category during the year:

	2021		2020	
	HK\$'000	%	HK\$'000	%
Physical marketing production	44,784	87.1	50,162	89.1
Digital marketing production	3,588	7.0	5,858	10.4
Sub-total	48,372	94.1	56,020	99.5
E-commerce and retail	506	1.0	194	0.4
Income from operation of a café	1,268	2.5	68	0.1
Sub-total	1,774	3.5	262	0.5
Income from content media business	1,239	2.4	—	—
Total	51,385	100.0	56,282	100.0

During the year, the revenue from physical marketing production services decreased by approximately 10.7% to approximately HK\$44.8 million (2020: HK\$50.2 million). The revenue from digital marketing production services decreased by approximately 38.8% to approximately HK\$3.6 million (2020: HK\$5.9 million). The decrease in revenue from physical marketing production and digital marketing production was mainly due to decrease in number of projects and price during the year.

During the year, the revenue from e-commerce and retail increased by approximately 2.6 times to approximately HK\$506,000 (2020: HK\$194,000). And the income from operation of a café increased by approximately 18.6 times to approximately HK\$1.3 million (2020: HK\$68,000). The significant increase in revenue of this business because the opening of the shop in Sham Shui Po was in full operation in 2021.

During the year, the Group started to have income from content media business in November 2021. The revenue mainly represented brand income on our original content.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

### Other income, gains and losses, net

Other income, gains and losses, net principally comprised (i) interest income; (ii) net exchange gain/(loss); (iii) government subsidies; (iv) rent concession in relation to COVID-19; (v) impairment losses and (vi) consignment income. During the year, the Group's other income, gains and losses, net decreased by approximately 13.5% to approximately HK\$2.5 million (2020: HK\$2.9 million) was mainly attributable to the government subsidies from the COVID-19 Anti-epidemic Fund under the Employment Support Scheme as promulgated by the Government of the Hong Kong Special Administrative Region of the People's Republic of China (the "PRC").

The following table sets forth the breakdown of the other income, gains and losses, net during the year:

	2021 HK\$'000	2020 HK\$'000
Fair value change in financial asset at fair value through profit or loss	(62)	98
Net exchange gain	554	308
Interest income	639	1,008
Impairment loss on goodwill	—	(538)
Rent concession in relation to COVID-19	—	305
Government subsidies	100	1,664
Loss on write-off of property, plant and equipment	(8)	—
Loss on disposal of property, plant and equipment	(33)	—
Consignment income	656	34
Sundry income	671	30
<b>Total</b>	<b>2,517</b>	<b>2,909</b>

### Outsourced project costs

Outsourced project costs consist of printing costs and other outsourced project costs and costs for content media business. During the year, the Group's outsourced project costs decreased by approximately 7.7% to approximately HK\$19.1 million (2020: HK\$20.7 million).

The following table sets forth the breakdown of the outsourced project costs during the year:

	2021 HK\$'000	2020 HK\$'000
Printing costs	14,373	16,048
Others	4,713	4,636
<b>Total</b>	<b>19,086</b>	<b>20,684</b>

The decrease in outsourced project cost was in line with the decrease in revenue from marketing production services.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

### Materials and consumables

Materials and consumables are costs on papers and other materials sourced by the Group for the marketing production and material used for operation of a café and the cost of goods for retail sales. During the year, the Group's materials and consumables increased by approximately 15.9% to approximately HK\$6.0 million (2020: HK\$5.2 million). The increase during the year was directly attributable to the expansion of business of e-commerce and café.

The following table sets forth the breakdown of the materials and consumables during the year:

	2021 HK\$'000	2020 HK\$'000
Paper supply	3,870	3,655
Others	2,110	1,503
Total	5,980	5,158

### Depreciation and amortisation expenses

Depreciation and amortisation expenses relate mainly to depreciation of the leasehold improvements, furniture, fixture and office equipment and right-of-use assets and amortisation of intangible assets which mainly include software and platforms developed for business operation. During the year, the Group's depreciation and amortisation expenses decreased by approximately 11.4% to approximately HK\$6.0 million (2020: HK\$6.8 million). Such decrease was mainly due to the expiry of the lease of office in North Point since March 2021.

### Employee benefits expenses

Employee benefits expenses primarily consist of salaries, allowances and benefits in kind, discretionary bonus and retirement benefit scheme contributions. During the year, the Group's employee benefits expenses increased by approximately 35.4% to approximately HK\$16.3 million (2020: HK\$12.0 million). The significant increase was directly attributable to the expansion of business of e-commerce and café and also content media business.

The following table sets forth the breakdown of the employee benefits expenses during the year:

	2021 HK\$'000	2020 HK\$'000
Salaries, allowances and benefits in kind	14,516	11,393
Discretionary bonus	751	191
Retirement benefit scheme contributions	992	421
Total	16,259	12,005

## MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

### Rental expenses

Rental expenses primarily represent the rental expenses for short-term leases for office premises and staff quarter and the variable lease payment for the printing machines for confidential data printing services. During the year, the Group's rental expenses increased by approximately 7.5%, to approximately HK\$1.6 million (2020: HK\$1.5 million). The increase was primarily attributable to the new short term lease for office premise in the PRC for the content media business during the year.

### Transportation fee

Transportation fee consists of fees paid to logistic service providers for (i) delivery of products to clients; and (ii) postage incurred in respect of the direct mailing services. During the year, the Group's transportation fee decreased by approximately 20.5% to approximately HK\$6.3 million (2020: HK\$8.0 million). The decrease was in line with the decrease in revenue from marketing production services.

### Other operating expenses

Other operating expenses primarily consist of auditor's remuneration, consultancy fee, professional fee, rates and building management fee, utilities and office expenses. During the year, the Group's other operating expenses increased by approximately 47.9% to approximately HK\$11.0 million (2020: HK\$7.4 million). The significant increase was primarily attributable to the removal and reinstatement costs for the office premise relocation and talent recruitment and consultancy fees in response to the expansion of the Group's business.

### Finance cost

Finance cost primarily represents the interest on lease liabilities. During the year, the Group's finance cost increased by approximately HK\$35,000, representing 9.3%, to approximately HK\$0.4 million (2020: HK\$0.4 million). The increase was mainly due to addition to lease liabilities for new office premise during the year and the shop in Sham Shui Po.

### Income tax expense

Income tax expense of the Group for the year was approximately HK\$0.2 million (2020: HK\$0.9 million). The provision was made for the marketing production services and has been taken into account the tax concession granted by the Hong Kong Special Administrative Region Government for the year of assessment of 2021–2022 and it was offset by the over-provision of income tax expense for the previous years.

### Loss for the year

During the year, the Group recorded loss of approximately HK\$17.1 million (2020: HK\$3.0 million). The significant increase was mainly attributable to (i) decrease in client demand on marketing production services due to the slow-down of economic activities continued affecting by COVID; (ii) decrease in profit margin due to fierce competition; (iii) one-off removal and reinstatement costs for the office premise relocation; (iv) high operating costs and continued Covid-related challenges on the Group's e-commerce, retail and café start-up business in Hong Kong; and (v) increase in operating costs in expanded content media business.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

### USE OF PROCEEDS

The following table sets forth the status of the use of proceeds from the Share Offer up to 31 December 2021:

	Planned use of net proceeds from Share Offer	Actual use of net proceeds from the Listing date to 6 May 2020	Unutilised net proceeds as at 6 May 2020	Revised allocation of net proceeds as at 6 May 2020 (Note 1)	Actual use of net proceeds from 7 May 2020 to 5 May 2021	Unutilised net proceeds as at 5 May 2021	Further revised allocation of net proceeds as at 5 May 2021 (Note 2)	Actual use of net proceeds from 6 May 2021 to 31 December 2021	Unutilised net proceeds as at 31 December 2021 (Note 3)	Expected timeline of application of the unutilised net proceeds (Note 4)
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	
Enlarge the social media marketing production capability and offering	8,000	2,057	5,943	5,943	1,294	4,649	649	492	157	From 1 January 2022 to 31 December 2022
Enhance the overall service offerings and expand the team across three categories	9,142	1,581	7,561	7,561	734	6,827	327	327	—	N/A
Set up a studio and expand the work premises	11,458	9,648	1,810	1,810	1,810	—	—	—	—	N/A
Business development	8,280	4,210	4,070	2,070	2,070	—	8,000	4,695	3,305	From 1 January 2022 to 31 December 2022
Staff development	3,120	623	2,497	697	112	585	85	7	78	From 1 January 2022 to 31 December 2022
General working capital	3,800	3,800	—	3,800	2,160	1,640	4,640	3,800	840	From 1 January 2022 to 31 December 2022
<b>Total:</b>	<b>43,800</b>	<b>21,919</b>	<b>21,881</b>	<b>21,881</b>	<b>8,180</b>	<b>13,701</b>	<b>13,701</b>	<b>9,321</b>	<b>4,380</b>	

Notes:

- In accordance with the announcement of change in use of proceeds dated 6 May 2020 (the "2020 Announcement"), due to the reasons and benefits mentioned in the 2020 Announcement, the unutilised net proceeds was re-allocated with effect from 6 May 2020. For more details, please refer to the 2020 Announcement.
- In accordance with the announcement of further change in use of proceeds dated 5 May 2021 (the "2021 Announcement"), due to the reasons and benefits mentioned in the 2021 Announcement, the unutilised net proceeds was further re-allocated with effect from 5 May 2021. For more details, please refer to the 2021 Announcement.
- The unutilised net proceeds as at 31 December 2021 were placed as bank balances with licensed banks in Hong Kong.
- The expected timeline of application of the unutilised net proceeds is based on the best estimation of the future market conditions made by the Group. It will be subject to change based on the current and future development of the Group's business and the market conditions. The business strategy and development has been affected by the outbreak of COVID that has caused the delay in deployment of the use of proceeds.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

### PRINCIPAL RISKS AND UNCERTAINTIES AND RISK MANAGEMENT

The Group is subject to a number of risks in the Group's business and the Group believes that risk management is important to the Group's success. Key business risks include, among others, changes in general market conditions and ability to continue to attract, recruit or retain our project managers, creative designers and key management personnel. Our business depends on our ability to maintain our existing relationship with brand owners and our ability to attract new brand owners to engage our marketing production services. Our ability to retain existing clients or attract new clients would be crucial to the Group. To cope with the expansion, we will conduct continuous development in talent acquisition and training.

### LIQUIDITY, FINANCIAL RESOURCES, GEARING RATIO AND CAPITAL STRUCTURE

During the year, the Group financed its operations by its internal resources. As at 31 December 2021, the Group had net current assets of approximately HK\$58.1 million (2020: HK\$72.8 million), including time deposits and cash and bank balances of approximately HK\$56.2 million (2020: HK\$69.1 million) mainly denominated in Hong Kong dollars, with approximately HK\$5.0 million (2020: HK\$7.7 million) denominated in renminbi which is not freely convertible into other currencies and the remittance of funds out of the PRC is subject to exchange restrictions imposed by the PRC government.

The gearing ratio of the Group as at 31 December 2021 was 11.0% (2020: 8.0%). The gearing ratio is calculated as total debt divided by total equity as at the respective year end.

There has been no change in the capital structure of the Company since the Listing. The equity attributable to owners of the Company amounted to approximately HK\$69.7 million as at 31 December 2021 (2020: HK\$83.1 million).

### PLEDGE OF ASSETS

As at 31 December 2021, the Group did not have any pledged assets (2020: Nil).

### FOREIGN EXCHANGE EXPOSURE AND TREASURY POLICY

The majority of the Group's business operations were conducted in Hong Kong. The transactions, monetary assets and liabilities of the Group were mainly denominated in Hong Kong dollars. During the year, there was no material impact to the Group arising from the fluctuation in the foreign exchange rates. The Group did not engage in any derivatives agreement and did not commit to any financial instruments to hedge its foreign exchange exposure during the year. The Group has adopted a prudent financial management approach towards its treasury policies and thus maintained a healthy liquidity position throughout the year. The Group strives to reduce exposure to credit risk by performing ongoing credit assessments and evaluations of the financial status of its customers. To manage liquidity risk, the board of directors of the Company ("Board") closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities and other commitments can meet its funding requirements from time to time.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

### CAPITAL COMMITMENTS AND CONTINGENT LIABILITIES

Capital commitments of the Group is presented as disclosed in Note 30 to the consolidated financial statements.

As at 31 December 2021, the Group did not have any material contingent liability (2020: Nil).

### SEGMENTAL INFORMATION

Segmental information for the Group is presented as disclosed in Note 6 to the consolidated financial statements.

### EMPLOYEES AND REMUNERATION POLICIES

As at 31 December 2021, the Group had 40 (2020: 37) full-time employees (including executive Director). The Group offers a comprehensive and competitive remuneration and benefits package to all its employees. The Group has adopted a share option scheme and approved by the then Shareholders on 16 November 2017 (the "Share Option Scheme") for the purpose of providing incentives and rewards to eligible persons who contribute to the success of the Group's operations. The Group has also adopted other employee benefits including a mandatory provident fund retirement benefit scheme for its employees in Hong Kong, as required under the Mandatory Provident Fund Schemes Ordinance, and has participated in central pension scheme organised and governed by the relevant local governments for its employees in the PRC and also participated to contribute social security and medical as required by the local government for employees in the United States. In addition, discretionary bonus is offered to eligible employees by reference to the Group's results and individual performance. To ensure that the Group is able to attract and retain staff capable of attaining the best performance levels, remuneration packages are reviewed on a regular basis.

### SIGNIFICANT INVESTMENTS, MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES AND AFFILIATED COMPANIES

The Group had no significant investments, material acquisitions and disposals of subsidiaries and affiliated companies during the year.

### FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

Save as disclosed in the prospectus dated 27 November 2017 ("Prospectus") and the section headed "Use of Proceeds" of this annual report on page 10, the Group did not have other plans for material investments and capital assets.

# DIRECTORS AND SENIOR MANAGEMENT

## EXECUTIVE DIRECTOR

**Ms. Woo Chan Tak Chi Bonnie (“Ms. Bonnie Chan Woo”)**, aged 45, has been a director of the Group since January 2004. She was appointed as the executive Director on 20 January 2017 and appointed as the compliance officer of the Company on 3 April 2017. She was appointed as the CEO and the chairperson of the Board (“Chairperson”) on 16 November 2017. She was appointed as a member of both the remuneration and nomination committees on 8 December 2017. Ms. Bonnie Chan Woo is primarily in charge of the Group’s overall corporate strategy and daily operations, including business development and overall management. Ms. Bonnie Chan Woo joined the Group on 1 August 2002 and she has over 18 years of experience in marketing production services and company business management based on her experience in the Group. Ms. Bonnie Chan Woo earned her bachelor of arts degree in philosophy, politics and economics and master of arts degree from the University of Oxford in October 1997 and June 2002, respectively. Since September 2011, she has been a vice chairman of the board of directors of the Hong Kong Design Centre, which is a non-profit organisation and a partner of the Hong Kong Government aiming to establish Hong Kong as a centre of design excellence in Asia.

Ms. Bonnie Chan Woo is also a director of Icicle Group Limited (“Icicle Group”), which is a direct wholly-owned subsidiary of the Company, Icicle Production Company Limited (“Icicle Production”), Icicle Print Management Limited (“Icicle Print Management”) and SV Two Limited, the indirect wholly-owned subsidiaries of the Company, and the supervisor of 北京冰雪品牌管理有限公司 (Beijing Icicle Brand Management Company Limited\* (“Icicle Beijing”)), an indirect wholly-owned subsidiary of the Company, WomanBoss Limited, WomanBoss Inc., WomanBoss Hong Kong Limited, Studio SV Limited and SV One LLC, the indirect non-wholly owned subsidiaries of the Company. In addition, Ms. Bonnie Chan Woo is the sole shareholder and a director of Explorer Vantage Limited (“Explorer Vantage”) which is the controlling Shareholder.

\* for identification purpose only

## NON-EXECUTIVE DIRECTOR

**Mr. Chow Sai Yiu Evan (“Mr. Evan Chow”)**, aged 39, has been a director of the Group since June 2013 and was appointed as the non-executive Director on 20 January 2017. Mr. Evan Chow is primarily responsible for a consultative role in matters concerning the Group and will not be involved in the day-to-day management of the Group. Mr. Evan Chow is the ultimate beneficial owner of Hertford Global Limited (“Hertford Global”), who has been the long-term strategic investor of the Group since June 2013 and up to September 2020. Mr. Evan Chow graduated magna cum laude from Brown University in May 2004 receiving a Bachelor of Arts degree, with concentrations in Applied Mathematics-Economics and in Public and Private Sector Organizations and received departmental honors as well as being selected to Phi Beta Kappa in April 2004. Since graduation, Mr. Evan Chow has built over 15 years of experience in corporate finance and private equity investment. During the period between 2004 and 2009, Mr. Evan Chow has served various financial institutions in Hong Kong, including Citigroup Global Markets Asia Limited and Lehman Brothers Asia Limited. From April 2010 to December 2015, Mr. Evan Chow has acted as a director of a number of institutions registered under the Securities and Futures Ordinance (the “SFO”) and since March 2013 he has been the managing director of MCL Financial Group Limited, a financial service provider. Apart from his career, Mr. Evan Chow is also involved in charity and social services. He is a committee member of Centum Charitas Foundation and a member of Young Presidents’ Organization. Mr. Evan Chow is also a director of Icicle Group.

## DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

### INDEPENDENT NON-EXECUTIVE DIRECTORS

**Mr. Ip Arnold Tin Chee (“Mr. Arnold Ip”)**, aged 59, was appointed as the independent non-executive Director on 16 November 2017 and is responsible for providing independent judgement to bear on issues of strategy, policy, performance, accountability, resources and standard conduct of the Company. He was appointed as the chairman of the audit committee (“Audit Committee”) and member of the nomination committee (“Nomination Committee”) and remuneration committee (“Remuneration Committee”) of the Company on 8 December 2017. Mr. Arnold Ip earned his Bachelor of Arts degree and Master of Arts degree from the University of Cambridge in the United Kingdom in June 1984 and November 1988, respectively. Mr. Arnold Ip was also formerly a director at Standard Chartered Asia Limited. Mr. Arnold Ip also served Yuanta Securities (Hong Kong) Company Limited and had been a director until January 2001. In September 2000, Mr. Arnold Ip founded the group to which Altus Holdings Limited (stock code: 8149.hk) belongs. Mr. Arnold Ip is a founding member of the management team of several funds, part of which subsequently formed Saizen REIT, a real estate investment trust listed on the Singapore Exchange Securities Trading Limited from November 2007 to October 2017. Mr. Arnold Ip is currently licensed by the Securities and Futures Commission of Hong Kong (the “SFC”) to act as a responsible officer to carry out Type 4 (advising on securities), Type 6 (advising on corporate finance) and Type 9 (asset management) regulated activities under the SFO. He is also a principal of Altus Capital Limited, a corporation licensed by the SFC to carry out Type 4 (advising on securities), Type 6 (advising on corporate finance) and Type 9 (asset management) regulated activities under the SFO. He was admitted to membership of The Institute of Chartered Accountants in England and Wales in July 1988.

Mr. Arnold Ip’s directorships in other companies listed on the Stock Exchange are set out below:

Name of company	Stock code	Position	Length of service
Pioneer Global Group Limited	0224	Independent non-executive director	23 June 1999 to present
Pak Fah Yeow International Limited	0239	Independent non-executive director	8 September 2004 to present
Sam Woo Construction Group Limited	3822	Independent non-executive director	15 September 2014 to present
Altus Holdings Limited	8149	Executive director	14 December 2015 to present

**Mr. Hung Alan Hing Lun (“Mr. Alan Hung”)**, aged 47, was appointed as the independent non-executive Director on 3 April 2017 and is responsible for providing independent judgement to bear on issues of strategy, policy, performance, accountability, resources and standard conduct of the Company. He was appointed as the chairman of the Remuneration Committee and members of the Audit Committee and Nomination Committee on 8 December 2017. Mr. Alan Hung has over 23 years of experience in the finance and investment industry. He started his career as an equity analyst at Credit Lyonnais Securities (Asia) Limited (now known as CITIC CLSA Capital Markets Limited) from February 1997 to April 1999. Thereafter, he co-founded Trading Guru Securities Limited (now known as Orient Securities Limited) and acted as its chairman overseeing the entire operation from or around May 1999 to July 2004. Mr. Alan Hung joined Kennen Investment Holdings Limited as a director overseeing investment projects in the PRC from January 2005 to January 2012. He is the co-founder of Keial Investment Holdings Limited overseeing the direction and investments since January 2012. Mr. Alan Hung earned his Bachelor of Arts Degree with honours from Brown University with concentrations in history and organization, behavior and management (OBM) in May 1997. He is a Chartered financial analyst and a certified member of the institute of Certified Management Accountants of Australia. Mr. Alan Hung is licensed by the SFC to act as a representative of AEM Investment Services Limited to carry out Type 1 (Dealing in securities) and Type 4 (advising on securities) regulated activities under the SFO with effect from 25 January 2021. Also, he is licensed by the SFC to act as a responsible officer of AEM Asset Management Limited to carry out Type 9 (asset management) regulated activities under the SFO with effect from 25 January 2021.

## DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

**Mr. Man Ka Ho Donald (“Mr. Donald Man”)**, aged 44, was appointed as the independent non-executive Director on 16 November 2017 and is responsible for providing independent judgement to bear on issues of strategy, policy, performance, accountability, resources and standard conduct of the Company. He was appointed as the chairman of the Nomination Committee and member of our Audit Committee and Remuneration Committee on 8 December 2017. Mr. Donald Man earned his Bachelor of Science degree in Business Studies from The City University London, now known as the City, University of London, in United Kingdom in July 1998. Mr. Donald Man was admitted as a solicitor of the Supreme Court of England and Wales since September 2003 and has over 17 years of experience in the legal field. He is currently a registered foreign lawyer at Ince & Co’s Hong Kong office since November 2011. Mr. Donald Man has been an independent non-executive director of Kiddieland International Limited (stock code: 3830) since 31 August 2017.

### SENIOR MANAGEMENT

**Ms. Chan Sze Wan Stephenie (“Ms. Chan”)**, aged 47, joined the Group in January 2018 and is currently the vice president, finance and operations. Ms. Chan is responsible for overseeing the finance and operation functions of the Group and assisting the Group in strategic planning, internal control, investor relations, corporate governance and regulatory compliance. Ms. Chan possesses over 21 years of experience in the accounting and auditing industry accumulated from working for various international accounting firms. Ms. Chan earned a master’s degree in arts majoring in international accounting and a master’s degree in science majoring in finance, respectively, from City University of Hong Kong, in November 2005 and November 2007, respectively. Ms. Chan is a member of the Hong Kong Institute of Certified Public Accountants (“HKICPA”).

**Mr. Chang David Qi (“Mr. Chang”)**, aged 36, joined the Group in August 2019 and is currently the Head of Strategic Ventures. Mr. Chang is primarily responsible for leading the e-commerce business of the Group and assisting in strategic planning of the Group. Mr. Chang is a startup executive with 11 years of experience in scaling and leading consumer technology businesses in Asia. Previously, he was the chief marketing officer of Althea (ASEAN’s largest Korean beauty e-commerce website). He worked at Genting Berhard, LivingSocial, Rocket Internet, and The ONION. Mr. Chang earned a bachelor degree in finance and marketing at the University of Minnesota.

**Ms. Cheung Suet Fun (“Ms. Cheung”)**, aged 48, joined the Group since February 1998 and is currently the senior director, business and project management. She is primarily responsible for overseeing all revenue channels and business activities, supervising and managing the operation team of the Group. Ms. Cheung has been serving the Group for more than 21 years, witnessing our transformation from a print management company to a marketing production company. She earned a diploma in design (visual communication) from Institute of Vocational Education (Lee Wai Lee Technical Institute) in August 1995. Ms. Cheung is also a director of Icicle Production, Icicle Print Management and Icicle Beijing.

**Mr. Chan Wai Ngai (“Mr. Chan”)**, aged 48, joined the Group since May 2005 and is currently the director, printing, packaging and sourcing. He is primarily responsible for supervising and managing our sourcing team. Mr. Chan has been serving the Group for over 15 years and has participated in the development of the Group. Prior to joining the Group, Mr. Chan gained his experience in the printing industry from working in a printing company in Hong Kong for approximately eight years. He graduated from a secondary school in Hong Kong in 1994.

## DIRECTORS AND SENIOR MANAGEMENT (CONTINUED)

**Mr. Steven Wang (“Mr. Wang”)**, aged 37, joined the Group in 2021 and is currently the head of our subsidiary in PRC. Mr. Wang has many years of corporate and brand management experience. His main areas of work include new business creation, sales management, e-commerce retail, marketing, public relations, investor relations, dealer management, intellectual property licensing, sports and entertainment sponsorship. Momentum Sports, which he co-founded, was acquired by Creative Artists Agency (“CAA”) in 2018. His extensive work experience covers Bilibili, CAA China, JAGUAR Land Rover China, Volkswagen Group China, as well as multinational consulting agencies across the industry. He is primarily responsible for building a highly specialised content production and commercialisation team into the most influential entertainment company in the Greater China region.

**Mr. Choi Chin Mong (“Mr. Choi”)**, aged 43, joined the Group in 2015 and is currently the director, project management. Mr. Choi has over 20 years experience in project management. He is primarily responsible for leading the project management team and overseeing the project delivery to meet our standards and clients’ expectation.

**Mr. Lam Chi Fung (“Mr. Lam”)**, aged 40, joined the Group since June 2007 and is currently the associate director, talent and office management. He is primarily responsible for supervising and managing our talent acquisition and infrastructure teams. Mr. Lam earned a Bachelor of Science degree in Information Systems from Anglia Polytechnic University in United Kingdom in 2004 and a Master of Science in Information System Management from Hong Kong University of Science and Technology — School of Business and Management in 2010.

### COMPLIANCE OFFICER

Ms. Bonnie Chan Woo has been appointed as the compliance officer of our Company. Her biographical details are set out in section headed “Directors and Senior Management” in this report.

### COMPANY SECRETARY

**Ms. Tsui Sum Yi (“Ms. Tsui”)**, was appointed as the company secretary of the Company (the “Company Secretary”) on 3 April 2017. Ms. Tsui is currently a manager, Corporate Services, at Vistra (Hong Kong) Limited, where she is responsible to provide a full range of company secretarial and compliance services to listed and private companies. Ms. Tsui earned her bachelor of business administration degree in corporate administration and a master of corporate governance degree from the Open University of Hong Kong in June 2010 and June 2013, respectively. Ms. Tsui is an associate member of The Chartered Governance Institute and an associate member of The Hong Kong Chartered Governance Institute (formerly known as The Hong Kong Institute of Chartered Secretaries). Ms. Tsui has over 13 years of company secretarial experience. Ms. Tsui does not act as an individual employee of the Company, but as an external service provider in respect of the appointment of Ms. Tsui as the Company Secretary.

# CORPORATE GOVERNANCE REPORT

## CORPORATE GOVERNANCE PRACTICES

The Company is committed to maintaining a high standard of corporate governance in emphasising a quality board of directors, sound internal control, transparency and accountability with a view to safeguard the interests of all the Shareholders. The Board has adopted the principles and the code provisions of Corporate Governance Code (the “CG Code”) contained in Appendix 15 to the GEM Listing Rules. In accordance with the requirements of the GEM Listing Rules, the Company has established an Audit Committee, a Nomination Committee and a Remuneration Committee with specific written terms of reference. The Company has complied with all the code provisions of the CG Code (version up to 31 December 2021) as set out in Appendix 15 to the GEM Listing Rules throughout the year ended 31 December 2021 except for the deviation from code provision A.2.1 (which has been re-numbered as C.2.1 since 1 January 2022) as detailed below.

Code provision A.2.1 of the CG Code stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. Under the current structure of the Company, Ms. Bonnie Chan Woo is the Chairperson and the CEO. In view that Ms. Bonnie Chan Woo has been managing the Group’s business and overall strategic planning since August 2002. The Board believes that the vesting of the roles of the Chairperson of the Board and CEO in Ms. Bonnie Chan Woo is beneficial to the business operations and management of the Group as it provides a strong and consistent leadership to the Group, and the current management has been effective in the development of the Group and implementation of business strategies under the leadership of Ms. Bonnie Chan Woo. In allowing the two roles to be vested in the same person, the Board believes both positions require in-depth knowledge and considerable experience in the Group’s business, and Ms. Bonnie Chan Woo is the most suitable person to take up both positions for effective management of the Group.

Therefore, the Board considers that the deviation from code provision A.2.1 of the CG Code is appropriate in such circumstances. Notwithstanding the above, the Board believes that the balance of power and authority is adequately ensured by the operation of the Board which comprises experienced and high-caliber individuals, with three of them being independent non-executive directors.

## DIRECTORS’ SECURITIES TRANSACTIONS

The Company has adopted a code of conduct regarding securities transactions (the “Model Code”) by the Directors on terms no less exacting than the required standard of dealings set out in Rules 5.48 to 5.67 of the GEM Listing Rules. The Company has confirmed that, having made specific enquiry of all the Directors, all Directors have complied with the Model Code for the year ended 31 December 2021.

Pursuant to Rule 5.66 of the GEM Listing Rules, the Directors have also requested any employee of the Company or director or employee of a subsidiary of the Company who, because of his/her office or employment in the Company or a subsidiary, is likely to possess inside information in relation to the securities of the Company, not to deal in securities of the Company when he/she would be prohibited from dealing by the Model Code as if he/she was a Director.

# CORPORATE GOVERNANCE REPORT (CONTINUED)

## BOARD OF DIRECTORS

### Composition

As at the date of this annual report, the composition of the Board is as follows:

#### Executive Director

Ms. Bonnie Chan Woo (*Chairperson and CEO*)

#### Non-executive Director

Mr. Evan Chow

#### Independent non-executive Directors

Mr. Arnold Ip

Mr. Alan Hung

Mr. Donald Man

In compliance with Rules 5.05A, 5.05(1) and (2) of the GEM Listing Rules, the Company has appointed three independent non-executive Directors representing more than one-third of the Board and at least one of whom has appropriate professional qualifications, or accounting or related financial management expertise. The Company has received from each independent non-executive Director an annual confirmation of his independence, and the Company considers such Directors to be independent in accordance with the various guidelines set out in Rule 5.09 of the GEM Listing Rules.

The biographical details of all Directors are set out in the section “Directors and Senior Management” of this annual report. To the best of knowledge of the Company, there are no financial, business, family or other material or relevant relationships among members of the Board. With the various experience of the Directors and the nature of the Group’s business, the Board considers that the Directors have a balance of skills and experience for the business of the Group.

### Responsibilities

Responsibilities of the Board include but are not limited to (i) convening meetings of the Shareholders, reporting on the Board’s work at these meetings, implementing the Shareholders’ resolutions passed at these meetings; (ii) determining business operation, financial, capital and investment plans; (iii) determining internal management structure, setting down fundamental management rules; (iv) appointing and discharging members of senior management, determining Directors’ remuneration and formulating the proposals for profit distributions and for the increase or reduction of registered capital; and (v) taking responsibilities pursuant to the relevant laws, regulation and the Articles of Association of the Company (the “Articles”). Pursuant to the code provision A.1.1 (which has been re-numbered as C.5.1 since 1 January 2022) of the CG Code as set out in Appendix 15 to the GEM Listing Rules, the Board should meet regularly and board meetings should be at least four times every year at approximately quarterly intervals. The Board is also responsible for the corporate governance functions under code provision D.3.1 (which has been re-numbered as A.2.1 since 1 January 2022) of the CG Code. The Board has reviewed and discussed the corporate governance policy of the Group, and was satisfied with the performance of the corporate governance policy.

The Board supervises the management of the business and affairs of the Company following the Board’s formulated business strategies to ensure they are managed in the best interests of the Shareholders and the Company as a whole while taking into account the interest of other stakeholders. Execution of operational matters and the powers thereof are delegated to the management by the Board with clear directions. The Board is regularly provided with management reports to give a balanced and understandable assessment of the performance, position, recent development and prospect of the Group in sufficient details.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

### Appointment, Re-election and Removal of Directors

Each of the executive Director, non-executive Director and independent non-executive Directors of the Company has entered into a service contract or letter of appointment with the Company for a specific term. The non-executive Director and independent non-executive Directors have entered into a letter of appointment with the Company for a term of three years unless and until it is terminated by either the Company or such Director. The term of appointment of each Director is subject to retirement by rotation and re-election at annual general meeting in accordance with the Articles and the GEM Listing Rules.

Pursuant to the Articles, one-third of all Directors (whether executive or non-executive) shall retire from office by rotation provided that every Director shall be subject to retirement by rotation and re-election at each annual general meeting at least once every three years.

The Articles provide that any Director appointed by the Board to fill a casual vacancy in the Board shall hold office only until the first general meeting of the Company or as an addition to the existing Board, shall hold office only until the next following annual general meeting of the Company after his/her appointment and shall then be eligible for re-election.

The Company may, in accordance with the Articles, by ordinary resolution remove any Director before the expiration of his/her term of office notwithstanding anything to the contrary in the Articles or in any agreement between the Company and such Director.

### Continuous Professional Development

According to the code provision A.6.5 (which has been re-numbered as C.1.4 since 1 January 2022) of the CG Code, all Directors shall participate in continuous professional development ("CPD") to develop and refresh their knowledge and skills to ensure their contribution to the Board remains informed and relevant.

The Company received from the Directors the following records of the training attended during the year ended 31 December 2021.

<b>Name of Directors</b>	<b>Type of trainings</b>
<b>Executive Director</b>	
Ms. Bonnie Chan Woo ( <i>Chairperson and CEO</i> )	A, B
<b>Non-executive Director</b>	
Mr. Evan Chow	A, B
<b>Independent non-executive Directors</b>	
Mr. Arnold Ip	A, B
Mr. Alan Hung	A, B
Mr. Donald Man	A, B

A: attending seminars/conference/forums

B: reading relevant materials in relation to the business of the Group, directors' duties, latest development of the GEM Listing Rules and other applicable regulatory requirements.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

### BOARD COMMITTEES

The Board has established three board committees, namely the Audit Committee, the Remuneration Committee and the Nomination Committee, which are sufficiently resourced to fulfil their roles and their terms of reference have been approved by the Board and are available on the Company's website ([www.iciclegroup.com](http://www.iciclegroup.com)) and the Stock Exchange's website ([www.hkexnews.hk](http://www.hkexnews.hk)).

#### Audit Committee

The Audit Committee was established on 16 November 2017 with written terms of reference in compliance with Rule 5.28 of the GEM Listing Rules and paragraph C.3 (which has been re-numbered as D.3 since 1 January 2022) of the CG Code as set out in Appendix 15 to the GEM Listing Rules. The Audit Committee comprises of three independent non-executive Directors, namely Mr. Arnold Ip, Mr. Alan Hung and Mr. Donald Man, Mr. Arnold Ip is the chairman of the Audit Committee.

The primary duties of the Audit Committee include reviewing and supervising the Group's financial reporting system, monitoring the internal control procedures and risk management, reviewing the Group's financial information and the relationship with the external auditors of the Company, ensuring compliance with the relevant laws and regulations.

In addition, the Audit Committee is also responsible for the initial establishment and the maintenance of the framework of internal controls and ethical standards for the Group's management.

During the year, four Audit Committee meetings were held, among other things, to review and consider the followings:

- the quarterly, interim and annual financial statements, reports and results announcements for presentation to the Board for approval;
- the risk management and internal control system and the internal audit report from the outsourced internal auditor who is responsible for the internal audit function of the Group;
- the audit plan, scope of work, remuneration and re-appointment of external auditor;
- the continuing connected transactions entered the Group; and
- the Company policies and practices on corporate governance and its compliance.

#### Remuneration Committee

The Remuneration Committee has been established on 16 November 2017 with written terms of reference in compliance with Rule 5.34 of the GEM Listing Rules and paragraph B.1 (which has been re-numbered as E.1 since 1 January 2022) of the CG Code as set out in Appendix 15 to the GEM Listing Rules. The Remuneration Committee comprises of one executive Director, Ms. Bonnie Chan Woo, and three independent non-executive Directors, namely Mr. Arnold Ip, Mr. Alan Hung and Mr. Donald Man. Mr. Alan Hung is the chairman of the Remuneration Committee.

The primary duties of the Remuneration Committee are to review and make recommendations to the Board on the terms of remuneration packages, bonuses and other compensation payable to the Directors and other senior management, and to establish a formal and transparent procedure for developing policy in relation to remuneration.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

During the year, one Remuneration Committee meeting was held, among other things, to review and consider the followings:

- the policy and structure for the remuneration of the Directors and senior management; and
- the remuneration of the Directors and senior management.

The remuneration of the senior management of the Group by band for the year ended 31 December 2021 is set out below:

<b>Remuneration band</b>	<b>Number of senior management</b>
HK\$1 to HK\$1,000,000	7

### Nomination Committee

The Nomination Committee has been established on 16 November 2017 with written terms of reference in compliance with paragraph A.5 (which has been re-numbered as B.3 since 1 January 2022) of the CG code as set out in Appendix 15 to the GEM Listing Rules. The Nomination Committee comprises of one executive Director, Ms. Bonnie Chan Woo, and three independent non-executive Directors, namely Mr. Arnold Ip, Mr. Alan Hung and Mr. Donald Man. Mr. Donald Man is the chairman of the Nomination Committee.

The primary duties of the Nomination Committee are to review the structure, size and composition and diversity of the Board and make recommendations to the Board on the appointment of the Directors and management of Board successions.

During the year, one Nomination Committee meeting was held, among other things, to review and consider the followings:

- the Board structure, size, composition and Board diversity (including skills, knowledge and experience etc.);
- the effectiveness of the board diversity policy and the nomination policy;
- the independence of independent non-executive directors; and
- the retirement and re-nomination of directors for re-election at the forthcoming annual general meeting of the Company (the "AGM").

### Corporate Governance Function

The Board is responsible for developing, reviewing and monitoring the policies and practices on corporate governance and legal and regulatory compliance of the Group, and the training and continuous professional development of directors and senior management. The Board reviews the disclosures in the corporate governance report to ensure compliance.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

The Board's responsibility in this regard includes:

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

### Attendance Records of Meetings

The attendance of each Director at Board meetings, Audit Committee meetings, Remuneration Committee meeting, Nomination Committee meeting and general meeting during the year is set out in the following table:

	<b>Board Meeting</b>	<b>Audit Committee meeting</b>	<b>Remuneration Committee meeting</b>	<b>Nomination Committee meeting</b>	<b>General meeting</b>
Number of meetings held during the year	4	4	2	1	1

<b>Name of Directors</b>	<b>Number of meetings attended/Number of meetings entitled to attend</b>				
<b>Executive Director</b>					
Ms. Bonnie Chan Woo	4/4	—	2/2	1/1	1/1
<b>Non-executive Director</b>					
Mr. Evan Chow	4/4	—	—	—	1/1
<b>Independent non-executive Directors</b>					
Mr. Arnold Ip	4/4	4/4	2/2	1/1	1/1
Mr. Alan Hung	4/4	4/4	2/2	1/1	1/1
Mr. Donald Man	4/4	4/4	2/2	1/1	1/1

### BOARD DIVERSITY POLICY

The Board has adopted a board diversity policy ("Board Diversity Policy") which sets out the approach to achieve a sustainable and balanced development of the Company and also to enhance the quality of performance of the Company. In designing the Board's composition, Board diversity has been considered from a number of perspectives, including but not limited to gender, age, cultural and educational background, industry experience, technical and professional skills and/or qualifications, knowledge, length of services and time to be devoted as a director. The Company will also take into account factors relating to its own business model and specific needs from time to time. The ultimate decision is based on merit and contribution that the selected candidates will bring to the Board.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

During the year, the Board comprises five Directors, one of which is a female. The following tables further illustrate the diversity profile of the Board members as at 31 December 2021:

Name of Director	Age Group		
	30 to 39	40 to 49	50 to 59
Ms. Bonnie Chan Woo		✓	
Mr. Evan Chow	✓		
Mr. Arnold Ip			✓
Mr. Alan Hung		✓	
Mr. Donald Man		✓	

Name of Director	Accountancy	Education Background		
		Business	Law	Others
Ms. Bonnie Chan Woo		✓		✓
Mr. Evan Chow		✓		✓
Mr. Arnold Ip	✓			✓
Mr. Alan Hung	✓	✓		✓
Mr. Donald Man		✓	✓	

Name of Director	Finance	Professional Experience		
		Law	Marketing	Public Service
Ms. Bonnie Chan Woo	✓		✓	✓
Mr. Evan Chow	✓			✓
Mr. Arnold Ip	✓			
Mr. Alan Hung	✓			
Mr. Donald Man		✓		

Each of the Board members possessed different knowledge and professional experience, including finance, law, marketing and public service. The Board is characterised by significant diversity in terms of gender, age, education background and professional experience. The Board will regularly review the Board Diversity Policy to ensure its effectiveness.

### NOMINATION POLICY

The Board has adopted a nomination policy (“Nomination Policy”) which provides a framework and sets standards for the appointment of high quality directors who should have the capacity and ability to lead the Company towards achieving sustainable development. The Company aims to achieve a balance of experience and skills amongst its directors. Factors including qualification, experience, skills, abilities and attributes as well as the factors of diversity would be used as reference in assessing the suitability of a proposed candidate. The qualification and experience of the Directors are set out in the section headed “Directors and Senior Management”.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

### Nomination Procedures

Nomination Committee identifies candidate(s) suitably qualified to become Board members, having regard to the Nomination Policy and the Board Diversity Policy of the Company, the Articles and the GEM Listing Rules; and recommendations are made to the full Board for appointment. Details of the appointment of Directors are set out in the section headed "Appointment, Re-election and Removal of Directors" in this report. The Board has the ultimate responsibility on all matters relating to its selection and appointment of Directors.

## ACCOUNTABILITY AND AUDIT

### Directors' Responsibilities 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 Hong Kong Financial Reporting Standards issued by the HKICPA and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

The Directors are responsible for overseeing the Group's financial reporting process. In preparing the consolidated financial statements for the year ended 31 December 2021, the Board has selected suitable accounting policies and applied them consistently, made judgements and estimates that are prudent, fair and reasonable and prepared the consolidated financial statements of the Group on a going concern basis. The Directors are responsible for taking all reasonable and necessary steps to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

### Auditor's Remuneration

During the year ended 31 December 2021, the remuneration paid or payable to the Company's auditor, Messrs. Moore Stephens CPA Limited ("Moore Hong Kong"), in respect of their audit and non-audit services was as follows:

	HK\$
Audit services	425,000
Non-audit services	—
Total	425,000

## CORPORATE GOVERNANCE REPORT (CONTINUED)

### COMPANY SECRETARY

The Company has appointed, externally, Ms. Tsui as the company secretary of the Company. Her biographical details are set out in the section “Directors and Senior Management” of this annual report. During the year ended 31 December 2021, Ms. Tsui has confirmed that she has taken no less than 15 hours of relevant professional training in compliance with Rule 5.15 of the GEM Listing Rules. Ms. Tsui’s primary contact with the Company is Ms. Chan, the vice president, finance and operations of the Company.

### INTERNAL CONTROL AND RISK MANAGEMENT

The Board acknowledged its overall responsibility to ensure that sound and effective risk management and internal controls are maintained, while the senior management is charged with the responsibility to design and implement an internal controls system to manage risks. A sound system of risk management and internal controls is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss.

#### Internal Controls

The Group has maintained internal control policies to provide sufficient guidelines for the management staff and employees of the Company to work efficiently under a standardised work procedure. The internal control policies cover various operating processes from risk assessment, financial reporting, cost management, pricing for projects, staff recruitment and training to IT system control. The internal control system is generally overseen by the executive Director and senior management. During the year, the Group has outsourced its internal audit function to an independent external consulting firm to review the effectiveness of the Group’s internal control measures. Such internal control audits covered periods of 12 months preceding the start of the audit cycle, and focuses on two critical processes of the Group. This can ensure the internal control system can be reviewed at least once on an annual basis as well. The reports, findings, and their corresponding management’s response are presented to the Audit Committee for its review and approval. The Audit Committee would make the necessary recommendations to the Board to ensure the internal control system functions properly and is in place.

#### Risk Management

In the course of conducting the business of the Group, the Company is exposed to various types of risks, including business risks, financial risks, operation and other risks. The Board is ultimately responsible for the risk management of the Group. At operational level, a risk management team is in place to carry out risk identification, risk evaluation and its management procedures. The risk management team consists of the senior management. The objectives of the risk management are to enhance the governance and corporate management processes as well as to safeguard the Group against unacceptable levels of risks and losses. The risk management process of the Group would involve, among others, (i) a quarterly risk identification and analysis exercise which involves assessment of the consequence and likelihood of risks and the development of risk management plans for mitigating such risks; and (ii) a quarterly review of the implementation of the risk management plans and fine tune when necessary. During the year, the Audit Committee reviewed the effectiveness of the internal control and risk management systems of the Company. The Board, through the review made by the Audit Committee, considered that the internal control and risk management processes of the Group were effective and adequate for the year ended 31 December 2021.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

### Procedures and Internal Controls for Handling and Dissemination of Insider Information

In handling and dissemination of inside information, the Group:

- will conduct immediate dissemination once inside information is available and/or respective decision is made, except the inside information falling into the Safe Harbours of SFC that allow non-disclosure;
- complies with applicable laws, rules and guidelines on disclosure of inside information issued by SFC;
- decides and implements monitoring procedures regarding dissemination of inside information; and
- communicates with relevant persons about corporate information disclosure practices with respective training.

## SHAREHOLDERS' RIGHTS

### Rights to convene Extraordinary General Meeting

As one of the measures to safeguard Shareholders' interests and rights, the Shareholders are encouraged to participate at the general meetings of the Company and to vote thereat. All resolutions put forward at Shareholders' meeting will be voted by poll pursuant to the GEM Listing Rules except where the chairman decides to allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands, and the poll voting results will be posted on the websites of the Stock Exchange and the Company after the relevant Shareholders' meeting.

Extraordinary general meeting may be convened by the Board on requisition of Shareholders holding not less than one-tenth of the paid up capital of the Company or by such Shareholders who made the requisition (the "Requisitionists") (as the case may be) pursuant to the Articles. Such requisition must state the object of business to be transacted at the meeting and must be signed by the Requisitionists and deposited at the registered office of the Company or the Company's principal place of business in Hong Kong. Shareholders should follow the requirements and procedures as set out in such Article for convening an extraordinary general meeting. Shareholders may put forward proposals at general meeting of the Company by sending the same to the Company at the principal place of business of the Company in Hong Kong.

### Procedures for a Shareholder of the Company to propose a person for election as a Director

Subject to the Articles and the Companies Law of the Cayman Islands (as amended from time to time), the Company may from time to time in general meeting by ordinary resolution elect any person to be a Director either to fill a casual vacancy on the Board, or as an addition to the existing Board.

Article 113 of the Articles provides that no person, other than a retiring Director, shall, unless recommended by the Board for election, be eligible for election to the office of Director at any general meeting, unless notice in writing of the intention to propose that person for election as a Director and notice in writing by that person of his/her willingness to be elected shall have been lodged at the Head Office (as defined in the Articles) or at the Registration Office (as defined in the Articles). The period for lodgment of the notices required under this Article will commence no earlier than the day after the dispatch of the notice of the general meeting appointed for such election and end no later than seven days prior to the date of such general meeting and the minimum length of the period during which such notices to the Company may be given will be at least seven days.

## CORPORATE GOVERNANCE REPORT (CONTINUED)

Accordingly, if a Shareholder wishes to nominate a person to stand for election as a Director, the following documents must be validly served at the Company's principal place of business in Hong Kong at Unit B, 9th Floor, Safety Godown Industrial Building, 56 Ka Yip Street, Chai Wan, Hong Kong or at the Company's Hong Kong share registrar, Tricor Investor Services Limited at Level 54, Hopewell Centre, 183 Queen's Road East, Hong Kong, including (i) a notice signed by the Shareholder for which such notice is given of his/her intention to propose a candidate for election; and (ii) a notice signed by the proposed candidate of the candidate's willingness to be elected together with (a) that candidate's information as required to be disclosed under Rule 17.50(2) of the GEM Listing Rules, and (b) the candidate's written consent to the publication of his/her personal data.

### Right to Put Enquires to the Board

Shareholders have the right to put their enquiries about the Company to the Board. Shareholders could send their enquiries to Unit B, 9th Floor, Safety Godown Industrial Building, 56 Ka Yip Street, Chai Wan, Hong Kong.

## INVESTORS RELATIONS

The Company has established a range of communication channels between itself and its Shareholders, investors and other stakeholders. These include (i) the publication of quarterly, interim and annual reports and/or dispatching circulars, notices, and other announcements; (ii) the annual general meeting or extraordinary general meeting providing a forum for Shareholders to raise comments and exchanging views with the Board; (iii) updated and key information of the Group available on the websites of GEM and the Company; (iv) the Company's website offering communication channel between the Company and its stakeholders; and (v) the Company's share registrars in Hong Kong serving the Shareholders in respect of all share registration matters.

### Change in Constitutional Documents

There were no significant changes in the constitutional documents of the Company for the year ended 31 December 2021.

# REPORT OF DIRECTORS

The Directors are pleased to present their report and the audited consolidated financial statements of the Group for the year ended 31 December 2021.

## LISTING ON THE GEM OF THE STOCK EXCHANGE AND REORGANISATION

The Company was incorporated in the Cayman Islands on 20 January 2017 as an exempted company with limited liability. In preparation for the Listing of the Company's Shares on GEM of the Stock Exchange by way of Share Offer, the Group underwent the Corporate Reorganisation in 2017. Pursuant to the Corporate Reorganisation, the Company became the holding company of the subsidiaries now comprising the Group. Details of the Corporate Reorganisation are set out in the section headed "History, reorganisation and corporate structure" of the Prospectus. On 8 December 2017, the Shares were listed on GEM of the Stock Exchange.

## PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities and other particulars of the Company's principal subsidiaries are set out in Note 1 to the consolidated financial statements.

## GEOGRAPHICAL ANALYSIS OF OPERATIONS

An analysis of the Group's revenue from operations by geographical locations of customers for the year ended 31 December 2021 is set out in Note 6 to the consolidated financial statements.

## BUSINESS REVIEW

A business review as required by Schedule 5 to the Hong Kong Companies Ordinance, including a discussion of the principal risks and uncertainties facing the Group, can be found in the Management Discussion and Analysis set out on pages 5 to 12 of this annual report. In addition, an indication of likely future developments in the Group's business and stakeholder relationship can be found in "Letter from Bonnie Chan Woo to Icycle Investors" and "Environmental, Social and Governance Report" of this annual report on pages 4 and pages 41 to 58, respectively. Details of the Group's environmental policies and compliance with laws and regulations can be found in the Environmental, Social and Governance Report set out on pages 41 to 58 of this annual report. The discussion and the report form part of this report of the Directors.

## KEY PERFORMANCE INDICATORS ("KPIs") WITH THE STRATEGY OF THE GROUP

An analysis of the Group's performance during the year using financial KPIs is provided in the section headed "Management Discussion and Analysis — Financial Review" on pages 6 to 9 of this annual report and in Note 6 to the consolidated financial statements.

## PRINCIPAL RISK AND UNCERTAINTIES

Details of principal risks and uncertainties are set out in the section headed "Management Discussion and Analysis" of this annual report on page 11.

## REPORT OF DIRECTORS (CONTINUED)

### DIVIDEND POLICY

The Company has adopted a dividend policy, pursuant to which the Company may declare and distribute dividends to the Shareholders, provided that the Group records a profit after tax and such declaration and distribution of dividends does not affect the normal operations of the Group. The declaration of any dividend is subject to the absolute discretion of the Board, and any declaration of final dividend will be subject to the approval of the Shareholders. In proposing any dividend payout, the Board shall also take into account, among other things, the Group's operations, earnings, cash flows, financial condition, capital requirements, statutory reserve requirements, capital expenditure and future development requirements and any other factors the Board may consider relevant. Any payment of the dividend by the Company is also subject to any restrictions under the Companies Law of the Cayman Islands, the Articles and the Shareholders.

### FINANCIAL PERFORMANCE AND APPROPRIATIONS

The Group's financial performance for the year ended 31 December 2021 is set out in the consolidated statement of comprehensive income on page 64 of this annual report.

The Board does not recommend the payment of any dividend for the year.

### CLOSURE OF THE REGISTER OF MEMBERS

The AGM will be held on Thursday, 16 June 2022. The register of members of the Company will be closed from Monday, 13 June 2022 to Thursday, 16 June 2022, both dates inclusive, during which period no transfer of Shares could be registered for determination of entitlement of the Shareholders to attend and vote at the AGM. In order to qualify for attending and voting in the AGM, all transfer documents accompanied by the relevant share certificates must be lodged with our Hong Kong branch share registrar, Tricor Investor Services Limited at Level 54, Hopewell Centre, 183 Queen's Road East, Hong Kong no later than 4:30 p.m. on Friday, 10 June 2022.

### DEED OF NON-COMPETITION

The Deed of Non-Competition dated 16 November 2017 (as defined in the Prospectus) became effective from the date of Listing. The Controlling Shareholders (as defined in the Prospectus) have confirmed that, save as disclosed in this annual report, at any time during the year ended 31 December 2021, they have not whether as principal or agent and whether undertaken directly or indirectly (including through any close associate, subsidiary, partnership, joint venture or other contractual arrangement of theirs) and whether for profit or otherwise, carry on, participate or be interested, engage or otherwise be involved in or acquire or hold shares or interests in any business which is in competition, directly or indirectly, or is likely to be in competition, directly or indirectly, with the business of marketing production services referred to in the Prospectus that is carried on by the Group in Hong Kong, the PRC and such other territories that the Group may conduct or carry on business from time to time. The Controlling Shareholders have also confirmed that they have fully complied with the undertakings contemplated under the Deed of Non-Competition during the year ended 31 December 2021.

The Company has received confirmations from the Controlling Shareholders confirming their compliance with the Deed of Non-Competition for the year ended 31 December 2021. The independent non-executive Directors have reviewed the Controlling Shareholders compliance with the Deed of Non-Competition for the year ended 31 December 2021.

## REPORT OF DIRECTORS (CONTINUED)

### FIVE YEAR FINANCIAL SUMMARY

A summary of the published results and assets and liabilities of the Group for the last five financial years, as extracted from the audited consolidated financial statements and the Prospectus of the Company, is set out on page 136 of this annual report. This summary does not form part of the audited consolidated financial statements of the Group.

### PROPERTY, PLANT AND EQUIPMENT

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

### SHARE CAPITAL

As at 31 December 2021, the Company's issued share capital was HK\$4,800,000 and the number of its issued ordinary shares was 480,000,000 of HK\$0.01 each.

There was no movements in the Company's share capital during the year ended 31 December 2021.

### DISTRIBUTABLE RESERVES OF THE COMPANY

As at 31 December 2021, the Company's reserves available for distribution to the Shareholders amounted to approximately HK\$58,087,000 (2020: HK\$60,605,000).

### PRE-EMPTIVE RIGHTS

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

### TAX RELIEF AND EXEMPTION OF HOLDERS OF LISTED SECURITIES

The Company is not aware of any tax relief or exemption available to the Shareholders by reason of their holding of the Company's securities.

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

During the year and up to the date of this report, neither the Company nor any of its subsidiaries have purchased, sold or redeemed any of the Company's listed securities.

### MAJOR CUSTOMERS AND SUPPLIERS

The Group's largest customer contributed approximately 27.4% (2020: 33.9%) of the total revenue for the year while the Group's five largest customers accounted for approximately 67.0% (2020: 78.8%) of the total revenue for the year. The Group's largest supplier contributed approximately 20.0% (2020: 20.8%) of the aggregation of cost of services (including outsourced project costs and materials and consumables) for the year while the Group's five largest suppliers accounted for approximately 54.2% (2020: 57.3%) of the aggregation of cost of services (including outsourced project costs and materials and consumables) for the year. To the best of the knowledge of the Directors, none of the Directors, their respective close associates (as defined in the GEM Listing Rules) or any Shareholders (which to the best knowledge of the Directors, own more than 5% of the Company's issued shares) had any beneficial interest in any of the Group's five largest customers or suppliers referred to above.

### SHARE OPTION SCHEME

Icicle Group adopted a Pre-IPO Share Option Scheme (the "Pre-IPO Share Option Scheme") on 4 March 2014, for the purpose of providing incentive or rewards to the eligible participants of Icicle Group and its subsidiaries (collectively, the "IG Group") who contribute to the success of the Group's operations.

According to the terms and conditions of the share options granted, the share options should vest when IG Group is able to achieve certain performance target for the years ended 31 December 2014 and 2015 and service condition. During the year and prior years, no share option under the Pre-IPO Share Option Scheme was vested. On 16 March 2017, the grantees signed cancellation letters, agreed to cancel all share options held by them. Pursuant to the written resolution of directors and then shareholders of Icicle Group on 16 March 2017, the directors and then shareholders of Icicle Group agreed to terminate the Pre-IPO Share Option Scheme.

The Share Option Scheme was adopted and approved by the then Shareholders on 16 November 2017. The Share Option Scheme will be valid and effective for a period of 10 years, commencing from 16 November 2017. The remaining life of the Share Option Scheme is approximately five years and eight months. No share option has been granted pursuant to the Share Option Scheme since its adoption.

The following is a summary of the principal terms of the Share Option Scheme. The terms of the Share Option Scheme are in compliance with the provisions of Chapter 23 of the GEM Listing Rules.

The Share Option Scheme is a share incentive scheme and is established to recognise and acknowledge the contributions the eligible participants have had or may have made to the Group.

Eligible participants of the Share Option Scheme include:

- (i) any full-time or part-time employees, executives or officers of the Company or any of its subsidiaries;
- (ii) any Directors (including non-executive Directors and independent non-executive Directors) of the Company or any of its subsidiaries; and
- (iii) any advisers, consultants, agents, customers and such other persons who in the sole opinion of the Board will contribute or have contributed to the Company or any of its subsidiaries.

## REPORT OF DIRECTORS (CONTINUED)

As at the date of this report, the total number of Shares available for issue under the Share Option Scheme is 48,000,000 Shares, representing 10% of the issued share capital of the Company. The total number of Shares issued and which may fall to be issued upon exercise of the options granted under the Share Option Scheme and any other share option schemes of the Company (including both exercised and outstanding options) to each eligible participant in any 12-month period up to the date of grant shall not exceed 1% of the Shares in issue as at the date of grant. Any further grant of options in excess of this 1% limit shall be subject to the issue of a circular and the approval of the Shareholders in general meeting.

An option may be exercised in accordance with the terms of the Share Option Scheme at any time after the date upon which the option is deemed to be granted and accepted and prior to the expiry of 10 years from that date.

Upon acceptance of an option to subscribe for Shares granted pursuant to the Share Option Scheme (the "Option"), the eligible participant shall pay HK\$1.00 to the Company as consideration for the grant. The subscription price of a Share in respect of the Option granted shall be such price as the Board in its absolute discretion shall determine, save that such price must be at least the higher of:

- (i) the official closing price of the Shares as stated in the Stock Exchange's daily quotation sheets on the date of grant of the Options, which must be a day on which the Stock Exchange is open for the business of dealing in securities;
- (ii) the average of the official closing price of the Shares as stated in the Stock Exchange's daily quotation sheets for the 5 business days immediately preceding the date of grant of the Options; and
- (iii) the nominal value of a Share.

### DIRECTORS

The Directors during the year ended 31 December 2021 and up to the date of this report were:

#### Executive Director

Ms. Bonnie Chan Woo (*Chairperson and CEO*)

#### Non-executive Director

Mr. Evan Chow

#### Independent non-executive Directors

Mr. Arnold Ip

Mr. Alan Hung

Mr. Donald Man

Pursuant to the Articles, one-third of the Directors (whether executive or non-executive) shall retire from office by rotation provided that every Director shall be subject to retirement by rotation at least once every three years. A retiring Director shall be eligible for re-election. The Company may from time to time in general meeting by ordinary resolution elect any person to be a Director either to fill a casual vacancy or as an additional Director. Any Director appointed by the Board to fill a casual vacancy shall hold office only until the first general meeting of the Company after his appointment and be subject to re-election at such meeting. Any Director appointed by the Board as an addition to the existing Board shall hold office only until the next following AGM of the Company and shall then be eligible for re-election.

### BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

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

### CHANGE IN THE DIRECTOR’S INFORMATION PURSUANT TO RULE 17.50A(1) OF THE GEM LISTING RULES

The change in the Director’s information as required to be disclosed pursuant to Rule 17.50A(1) of the GEM Listing Rules is set out below:

- The monthly salary of Ms. Bonnie Chan Woo is adjusted to HK\$200,000 with effect from 1 January 2022.

### DIRECTORS’ SERVICE CONTRACTS

The executive Director has entered into a service agreement with the Company for a term of three years unless terminated by not less than three months prior written notice or otherwise in accordance with the service agreement. The non-executive Director and independent non-executive Directors have each signed a letter of appointment with the Company for a term of three years subject to early removal from office, retirement and re-election provisions in accordance with the Articles. None of the Directors (including those proposed for re-election at the forthcoming AGM) has a service contract which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

### 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 year ended 31 December 2021.

## REPORT OF DIRECTORS (CONTINUED)

### INDEPENDENT NON-EXECUTIVE DIRECTORS' CONFIRMATION OF INDEPENDENCE

The Company has received from each of the independent non-executive Directors an annual confirmation of their independence. The Nomination Committee has assessed the independence of the independent non-executive Directors and affirmed that all independent non-executive Directors remained independent.

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

As at 31 December 2021, the interests and short positions of the Directors and chief executive of the Company in the Shares and underlying shares or debentures of the Company and its associated corporations (within the meaning of Part XV of the SFO) which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company under Section 352 of the SFO, or which were, pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules, notified to the Company and the Stock Exchange, were as follows:

#### (i) Interests in the Shares of the Company

Name of Director	Nature of interest	Number of Shares held <sup>(1)</sup>	Shareholding percentage
Ms. Bonnie Chan Woo	Interest in a controlled corporation	277,200,000 (L) <sup>(2)</sup>	57.75%
	Interests held jointly with another person	34,850,000 (L) <sup>(3)</sup>	7.26%

Notes:

1. The letter "L" denotes the person's long position in the Shares.
2. Explorer Vantage was incorporated in the British Virgin Islands ("BVI") and is beneficially and wholly-owned by Ms. Bonnie Chan Woo. By virtue of the SFO, Ms. Bonnie Chan Woo is deemed to be interested in the Shares held by Explorer Vantage.
3. Mirousky Limited ("Mirousky") holds 34,850,000 Shares. Mirousky is wholly-owned by Gain Smart Asia Limited ("Gain Smart") and Gain Smart is beneficially owned as to 50% by Ms. Bonnie Chan Woo and 50% by her spouse, Mr. Darrin Woo. By virtue of the SFO, Ms. Bonnie Chan Woo is deemed to be interested in the Shares held by Mirousky.

#### (ii) Interests in associated corporation(s) of the Company

Name of Director	Name of associated corporation	Capacity	Number of share(s) held <sup>(1)</sup>	Shareholding percentage
Ms. Bonnie Chan Woo	Explorer Vantage <sup>(2)</sup>	Beneficial owner	1 (L)	100%
	Papercom Limited ("Papercom") <sup>(3)</sup>	Interest in a controlled corporation	10,000 (L)	100%

Notes:

1. The Letter "L" denotes the person's long position in the shares.
2. Explorer Vantage is beneficially and wholly-owned by Ms. Bonnie Chan Woo.
3. Papercom is beneficially and wholly-owned by Explorer Vantage. Under the SFO, Ms. Bonnie Chan Woo is deemed to be interested in all the shares held by Explorer Vantage.

## REPORT OF DIRECTORS (CONTINUED)

Save as disclosed above, as at 31 December 2021, none of the Directors or chief executive of the Company has any interest or short position in the shares, underlying shares or debentures of the Company or any of its associated corporations which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which he will be taken or deemed to have under the SFO), or was required, pursuant to Section 352 of the SFO, to be entered in the register referred to therein or which was required, pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules.

### SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSON'S INTERESTS AND SHORT POSITIONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 31 December 2021, to the knowledge of the Directors, Shareholders (other than the Directors or chief executive of the Company) who had interests or short positions in the shares, underlying shares or debentures of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO were as follows:

#### (a) Interests in the Shares of the Company

Name	Type of interest	Number of Shares held <sup>(1)</sup>	Percentage of shareholding in the Company
Explorer Vantage	Beneficial owner	277,200,000 (L) <sup>(2)</sup>	57.75%
Mr. Darrin Woo	Interest of spouse	277,200,000 (L) <sup>(3)</sup>	57.75%
	Interests held jointly with another person	34,850,000 (L) <sup>(4)</sup>	7.26%
Mirousky	Beneficial owner	34,850,000 (L) <sup>(5)</sup>	7.26%
Gain Smart	Interest in a controlled corporation	34,850,000 (L) <sup>(5)</sup>	7.26%
Ms. Chow Jacqueline Wai Ying ("Ms. Chow")	Beneficial owner	35,950,000 (L) 35,950,000 (S)	7.49%
Mr. Yang Zaiyong ("Mr. Yang")	Beneficial owner	47,950,000 (L) <sup>(6)</sup>	9.99%

Notes:

- The letter "L" denotes the person's long position in the Shares. The letter "S" denotes the person's short position in the Shares.
- Explorer Vantage was incorporated in the BVI and is beneficially and wholly-owned by Ms. Bonnie Chan Woo.
- Mr. Darrin Woo is the spouse of Ms. Bonnie Chan Woo. By virtue of the SFO, Mr. Darrin Woo is deemed to be interested in the Shares which are interested by Ms. Bonnie Chan Woo.
- Mirousky is wholly-owned by Gain Smart and Gain Smart is beneficially owned as to 50% by Mr. Darrin Woo and 50% by his spouse, Ms. Bonnie Chan Woo. By virtue of the SFO, Mr. Darrin Woo is deemed to be interested in the Shares held by Mirousky.
- Mirousky is wholly-owned by Gain Smart. Such 34,850,000 Shares belong to the same batch of Shares.
- As per the disclosure of interest form filed by Mr. Yang on 12 November 2021, Blockstone Ltd, which is beneficially owned by Mr. Yang, engaged the call option agreement with Ms. Chow to have a right to take 35,950,000 Shares, which is now held by Ms. Chow, during the option period prescribed in the said agreement on 4 November 2021.

Save as disclosed above, as at 31 December 2021, to the knowledge of the Directors, the Company has not been notified by any persons (other than the Directors or chief executive of the Company) who had interests or short positions in the shares, underlying shares or debentures of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO.

## REPORT OF DIRECTORS (CONTINUED)

### RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Saved as disclosed above, at no time during the year ended 31 December 2021 and up to the date of this report, have the Directors and the chief executive of the Company and their respective close associates (as defined under the GEM Listing Rules) had any interest in, or had been granted, or exercised any rights to subscribe for shares or underlying shares of the Company and/or its associated corporations (within the meaning of the SFO).

Save as disclosed above and in the section “Share Option Scheme” of this annual report, at no time during the year ended 31 December 2021 and up to the date of this report was the Company, any of its subsidiaries, its associated companies or its holding companies a party to any arrangements to enable the Directors or the chief executive of the Company to hold any interests or short positions in the shares or underlying shares in, or debentures of, the Company and/or its associated corporations (within the meaning of the SFO).

### EQUITY-LINKED AGREEMENTS

Save for the Share Option Scheme, no equity-linked agreements were entered into during the year or subsisted at the end of the year.

### DIRECTORS’ INTEREST IN COMPETING BUSINESS

During the year and up to the date of this report, none of the Directors, nor the substantial Shareholders nor their respective close associates (as defined under the GEM Listing Rules) had any interests (other than their interest in the Company or (prior to completion of the Corporate Reorganisation) its subsidiaries) in any business which competed or may compete, either directly or indirectly, with the business of the Group or any other conflicts of interests with the Group.

### DIRECTORS’ INTERESTS IN TRANSACTION, ARRANGEMENT OR CONTRACTS OF SIGNIFICANCE

Save as disclosed in Note 32 to the consolidated financial statements, there were no other transaction, arrangement or contract of significance in relation to the Group’s business to which the Company or any of its subsidiaries was a party and in which a Director had a material interest, whether directly or indirectly, subsisted at the end of or at any time during the year.

### LOAN AGREEMENTS WITH COVENANTS RELATING TO SPECIFIC PERFORMANCE OF THE CONTROLLING SHAREHOLDER

On 20 August 2018, Icycle Production, an indirect wholly-owned subsidiary of the Company, as the borrower, entered into a bank facility letter (the “Facility Letter”) with DBS Bank (Hong Kong) Limited as the lender (the “Lender”), pursuant to which the Lender agreed to make available a bank overdraft facility, with a maximum facility of HK\$10,000,000, which has been made available and will continue to be made available by Lender to Icycle Production on the terms and conditions therein contained. Pursuant to the Facility Letter, a specific performance covenant is imposed on Ms. Bonnie Chan Woo, the controlling Shareholder of the Company, to hold not less than 51% beneficial interest of the Company and Icycle Production.

## REPORT OF DIRECTORS (CONTINUED)

During the year ended 31 December 2020, the Facility Limit has been adjusted to HK\$9,500,000 after the regular review by the Lender. Other than that, all terms and conditions under the Facility Letter remain unchanged.

### CONTRACTS OF SIGNIFICANCE WITH CONTROLLING SHAREHOLDERS

During the year ended 31 December 2021, save as mentioned in the sections “Related Party Transactions”, “Connected Transactions” and “Continuing Connected Transactions”, there had been no contract of significance between the Company or any of its subsidiaries and a Controlling Shareholder (as defined in the GEM Listing Rules) or any of its subsidiaries, nor any contract of significance for the provision of services to the Company or any of its subsidiaries by a controlling shareholder or any of its subsidiaries.

### RELATED PARTY TRANSACTIONS

Details of the related party transactions of the Group for the year ended 31 December 2021 are set out in Note 32 to the consolidated financial statements. Save as mentioned in the section “Connected Transactions” and “Continuing Connected Transactions” below, other related party transactions did not constitute connected transactions and continuing connected transactions under Chapter 20 of the GEM Listing Rules. The Company has complied with the disclosure requirements in accordance with Chapter 20 of the GEM Listing Rules.

### CONNECTED TRANSACTIONS

During the year ended 31 December 2021, the Group had entered certain transactions with the connected persons which constituted connected transactions exempt from the reporting, announcement and independent Shareholders’ approval requirements under Chapter 20 of the GEM Listing Rules.

### CONTINUING CONNECTED TRANSACTIONS

During the year ended 31 December 2021, certain transactions entered into by the Group with the connected persons (as defined below) constituted continuing connected transactions (the “CCTs”) exempt from the reporting, announcement, annual review and independent Shareholders’ approval requirements under Chapter 20 of the GEM Listing Rules are as follows:

Continuing connected transactions	Connected Persons	Annual cap	Actual amount for the year ended	
			31 December 2021	Note
Rent of quarter	4L 108 Leonard LLC	HK\$1,121,000	HK\$1,121,000	(i)
Rent of retail space	Gateway Engineering Limited (“Gateway”)	HK\$696,000	HK\$638,000	(ii)

## REPORT OF DIRECTORS (CONTINUED)

Notes:

- (i) 4L 108 Leonard LLC is a company equally owned by Ms. Bonnie Chan Woo and Mr. Darrin Woo, spouse of Ms. Bonnie Chan Woo. Accordingly, 4L 108 Leonard LLC, being an associate of Ms. Bonnie Chan Woo, is a connected person of the Company under Rule 20.07(4) of the GEM Listing Rules.

4L 108 Leonard LLC is principally engaged in property investment. The Group has started its ecommerce business in New York since 2019. To be more cost effective for the team from Hong Kong working in New York periodically from incurring high hotel fee, the Group has entered into a lease agreement with 4L 108 Leonard LLC with an initial term of one year from 1 December 2019 with the option to continue to occupy the premises under the same terms and conditions under a month-to-month arrangement with either party having the option to cancel the lease with at least thirty days notice.

- (ii) Gateway is a company in which Mr. Darrin Woo is a director and one of the beneficial owners of this company. Accordingly, Gateway, being an associate of Ms. Bonnie Chan Woo, is a connected person of the Company under Rule 20.07(4) of the GEM Listing Rules.

Gateway is principally engaged in property investment. The Group has expanded its ecommerce business to Hong Kong by operating a retail space in Sham Shui Po since December 2020 to promote a community of WomanBoss. The Group has entered into a lease agreement with Gateway with a term of three years from 1 September 2020 ending 31 August 2023.

### Review of Continuing Connected Transactions by Independent Non-Executive Directors

In compliance with Rule 20.53 of the GEM Listing Rules, the independent non-executive Directors have reviewed the CCTs and confirmed that the CCTs have been entered into:

- (1) in the ordinary and usual course of business of the Group;
- (2) on normal commercial terms and on terms no less favourable to the Group than terms available to or from (as appropriate) independent third parties; and
- (3) according to the agreements governing them on the terms that are fair and reasonable and in the interests of the Shareholders as a whole.

## CORPORATE GOVERNANCE

The Company has complied with all applicable principles and the code provisions of the CG Code contained in Appendix 15 to the GEM Listing Rules during the Period (except for the deviation from CG code provision A.2.1).

Details of the Company's corporate governance practices are set out in the section "Corporate Governance Report" of this annual report.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE

The Group is committed to support environmental protection to ensure business development and sustainability. The Group has implemented green office practices to reduce the consumption of energy and natural resources. These practices include the use of recycled paper, reduce energy consumption by switching off idle lightings, computers and electrical appliances and the use of environmentally friendly products whenever possible.

The Environmental, Social and Governance Report are set out in the section headed as the same in this annual report.

## REPORT OF DIRECTORS (CONTINUED)

### COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS AND RELATIONSHIPS WITH KEY SHAREHOLDERS

The Company has complied with all applicable laws and regulations in all material respects and maintained good relationship with its customers, suppliers, employees and investors. During the year ended 31 December 2021, there were no material and significant dispute between the Group and its employees, customers and/or suppliers.

### PERMITTED INDEMNITY PROVISIONS

The Articles provide that every Director shall be indemnified out of the assets of the Company against any liability, action, proceeding, claim, demand, costs, damages or expenses, including legal expenses, whatsoever which they or any of them may incur as a result of any act or failure to act in carrying out their functions other than such liability (if any) that they may incur by reason of their own actual fraud or willful defaults.

The Company has arranged for appropriate insurance coverage in respect of potential legal actions against its Directors and senior management.

### EMOLUMENT POLICY

The remuneration policy of the Group is to reward its employees and executives based on, among other things, the Group's operating results, individual performance and comparable market statistics. Remuneration package typically comprises of salaries, contribution to pension schemes and discretionary bonuses.

The Remuneration Committee will review annually the remuneration of all the Directors to ensure that it is attractive enough to attract and retain a competent team of executive members. The Director's fee for each of the Directors is subject to the Board's review from time to time in its discretion after taking into account the recommendation of the Remuneration Committee. The remuneration package of each of the Directors is determined by reference to market terms, seniority, experiences, duties and responsibilities of that Director within the Group.

### RETIREMENT BENEFITS PLAN

Details of retirement benefits plan of the Group for the year ended 31 December 2021 are set out in Note 4.13(ii) to the consolidated financial statements.

### REMUNERATION OF DIRECTORS AND FIVE INDIVIDUALS WITH HIGHEST EMOLUMENTS

Details of the Directors' remuneration and the five highest paid individuals for the year ended 31 December 2021 are set out in Note 10 to the consolidated financial statements.

## REPORT OF DIRECTORS (CONTINUED)

### SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, the Company has maintained sufficient public float of at least 25% of the issued Shares as at the latest practicable date prior to the issue of this annual report as required under the GEM Listing Rules.

### EVENT AFTER THE REPORTING PERIOD

Saved as disclosed elsewhere in the consolidated financial statements, the Group has no significant events after the reporting period.

### AUDITOR

Moore Hong Kong will retire, and being eligible, offer themselves for re-appointment at the forthcoming AGM. A resolution for their re-appointment as auditor of the Company will be proposed at the forthcoming AGM.

There has been no change of auditor of the Company since the Listing Date.

By order of the Board

**Woo Chan Tak Chi Bonnie**

*Chairperson and Chief Executive Officer*

Hong Kong, 23 March 2022

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## ABOUT THIS REPORT

This report is prepared based on the Environmental, Social and Governance (“ESG”) Reporting Guide (the “ESG Reporting Guide”) as set out in Appendix 20 of the GEM Listing Rules issued by the Stock Exchange. This ESG report complies with the “comply or explain” provisions set out in the ESG Reporting Guide for the financial year ended 31 December 2021 by making general disclosures on environmental and social information and environmental key performance indicators (“KPIs”) which are considered to be relevant and material to the Group’s businesses and operations.

A complete index in compliance with the ESG Reporting Guide is also available at the end of this report for reference. Except for “comply or explain” provisions that the Group believes are inapplicable to its operations, for which explanations have been given in the said index, the Group has complied with all the “comply or explain” provisions set out in the ESG Reporting Guide during the year.

## ESG GOVERNANCE

The Group’s success relies on the support of major stakeholders and is committed to promoting sustainable development of the business to create long term value for the major stakeholders including shareholders, clients, employees, vendors, regulators and the general public as well as the environment. The Group concerns about the environmental, social and governance impacts when conducting business operation. While making effort to pursue sustainable growth of the business, the Group strives to balance the interests of all stakeholders.

To be environmentally and socially responsible, the Group has established policies and procedures (“ESG Policies”) for administering efficient use of resources and manpower, energy saving and waste reduction. We strive to provide a safe and healthy workplace for our employees and conserve the environment for the benefit of the community. We encourage environmental protection and promote awareness towards environmental protection to the employees.

The Board has the overall responsibility for monitoring and reviewing corporate governance practices across the Group and directs the overall strategy and development of the Group’s operations and business. The senior management of the Group oversees the day-to-day compliance of ESG Policies, identifies and addresses ESG-related risks and communicates with the Board to ensure appropriate and effective ESG risk management and control systems are in place.

## REPORTING PRINCIPLES

In line with the ESG Reporting Guide, the ESG report has applied the following principles:

**Materiality:** In order to identify and assess major issues that have an impact on stakeholders, we conducted materiality assessment surveys through multiple ways of extensive communication with on stakeholders to determine factors that have a significant impact on the sustainable development of the Group. Results of the engagement of which are presented in the section “Materiality Assessment”.

**Quantitative:** The Group has disclosed its environmental and social KPIs calculation and numeric presentation, where appropriate.

**Consistency:** The Group adopted consistent methodologies to allow meaningful comparisons of related data over time.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

## REPORTING BOUNDARY

The ESG report covers the marketing production services in Hong Kong and provides ESG information related to the production site directly controlled by the Group, and its Hong Kong office, which is considered as material by the Group. The reporting period of this report covers the financial year of 2021 (from 1 January 2021 to 31 December 2021), which is the same as the reporting period of the Group's annual report. ESG data from our vendors or service providers is not included as such data is difficult to verify with available resources. The Group's e-commerce, retail and café business and the new content media business were not material. Hence, they are excluded from the scope.

## MATERIALITY ASSESSMENT

### Stakeholders Engagement

The Group maintains ongoing communication with stakeholders which helps to understand the expectations of the stakeholders, and facilitates the Group to actively respond to them in a timely manner.

Major Stakeholders	Expectations	Communication Channels
Government and Regulators	— Laws and regulations compliance	— Supervision on comply with local laws and regulations
Shareholders	— Good corporate governance — Sustainable growth and profitability	— Reports, announcements and other publications — Annual general meetings — Company website
Clients	— High-quality products and services — Cost-effectiveness — Information confidentiality	— Email — Company website — Customer communication meetings
Employees	— Employee benefits improvement — Career development — Occupational health and safety	— Employee activities — Performance appraisals — Training
Environment	— Natural resources saving — Waste and pollution reduction	— ESG reporting
Society	— Anti-corruption — Community involvement	— Charity events
Material and service suppliers	— Continuous engagement — Timely settlement of payment	— Supplier assessment — meetings and correspondences

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Having considered the Group's operations and evaluated the stakeholders' expectations, we have identified the following areas of concern for reporting.

As a marketing production company headquartered in Hong Kong with a focus on printing, packaging and sourcing business, we have identified the following areas of concern from the stakeholders' perspectives:

### Environment

- Use of sustainable raw materials
- Environmental impact of the production process
- Energy use efficiency
- Climate change

### Social Responsibility

- Protection of minors and provision of fair employment opportunities
- Employee compensation and benefits
- Health and safety in the working environment
- Training and career advancement opportunities
- Pleasant working environment

### Governance

- Ethical conduct with business partners
- Protection of clients' confidential data
- Prevention and reporting of misconduct

## ENVIRONMENT

The Group strives to uphold the spirit of creating and maintaining a clean and safe environment. It is our environmental policy to have full compliance with all applicable environmental legislation, and to continuously improve our processes and increase client satisfaction. This is achieved through controlling and mitigating our environmental impact, utilising the resources efficiently within our operations, and requesting the same from our supply chain partners.

### Emissions and Energy Consumption

Given the Group's business portfolio, there are air pollutants inevitably produced in the printing processes as printing inks can generate volatile organic compounds ("VOCs"). We are mindful in sourcing more environmental friendly printing inks (e.g. soy oil-based processing inks) aiming to reduce VOC emissions. We have installed air-conditioners and filtering devices at the production site.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

The direct energy consumption arising from the use of petrol, diesel and gas is minimal since the Group does not maintain vehicles and has engaged logistic service providers for the delivery of products. Employees such as salespersons who need to travel frequently are encouraged to take public transport.

We consider electricity consumption as a major source of our indirect greenhouse gas (“GHG”) emission. In 2021, our total electricity consumption in our Hong Kong office and warehouse is 100,981 KWh (2020: 154,932 KWh).

We pursue to utilise energy efficiently and as the major means to reduce our GHG emission. In order to continuously improve our energy performance and lower our carbon footprint, monitoring our energy usage is crucial. The Group targets to reduce emission of energy consumption by 5% in the next year, we have gradually implemented various energy-saving, emission and waste reduction measures as follows:

- Keep indoor air-conditioning temperature at 25°C;
- Encourage staff to shut down computers after work and switch off lights if the employees are expected to be away from the room for more than one hour;
- Encourage staff to switch office equipment, such as printers and computers, to energy saving mode (the equipment will enter the sleep mode under the standby condition);
- Replace the lighting system in the office by LED gradually.

Apart from the energy saving in operation process, we always look for possible energy-saving opportunities, especially on choosing environmental friendly equipment and facilities of the Group. In the procurement of office equipment, we always opt for the model with higher energy efficiency.

### Water Management

We endeavour to implement an effective water management through efficient water use. Our target is to reduce the water consumption by 2% in the next year, by measuring our water use and promoting water-saving behaviours to all staff. For example, staff are encouraged to fully empty any containers before washing, to turn off water taps promptly, to check faucets and pipes for leaks, and to adopt water saving appliances. During the year, the Group did not face any problem in sourcing water.

### Paper Usage

Paper is the major raw material in our business. The Group is the holder of the Chain of Custody Certificate accredited by the Forest Stewardship Council (“FSC”) since 2007, a certificate which certifies the management system of the Group is able to ensure the original source of materials of the papers comes from responsibly managed forests. Although not all of the clients of the Group understand the benefits of using FSC paper, the Group strongly supports the use of FSC paper and actively promotes the product to its clients. All the scrap paper generated from production sites are collected for paper recycling which amounting to around 57.29 tonnes (2020: 81.14 tonnes).

The Group targets to promote green office and reduce the amount of paper usage by 5% in the next year, we encourage staff to be mindful when printing documents and make use of double sided printing where possible. Non-essential items should be used in e-format instead of printing out and any documents that are no longer in use should be shredded and recycled.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

### Waste Management

Apart from scrap paper, toner cartridges is the key waste produced by the Group from the physical marketing production business segment. We classified the toner cartridges as key hazardous waste of our business production. We have arranged all 346 (2020: 351) used toner cartridges being collected by the printer service provider for recycling to minimise the impact to environment and manage to reduce our hazardous waste to 0 tonne.

The non-hazardous waste produced by the Group mainly consists of scrap paper generated from production process and packaging materials such as carton boxes and wrapping paper, all of which are recovered by professional recycling firms.

The packaging of products mainly consists of carton boxes. The Group encourages its clients to return the carton boxes for reuse.

### The Environment and Natural Resources

The Group considers environmental protection and preserving natural resources as an indispensable component of our sustainable and responsible business, we have established policies with respect to reduce the impacts of operational activities on the environment, optimise the use of natural resources and implement environmental protection measures.

In the future, we will continue our commitment to environmental protection and strive to build a greener and healthier environment to fulfil our responsibilities as a member of the community we all live in.

### Environmental Performance Indicators

#### Aspect A1: Emissions

Performance indicator		2021 Data	2020 Data	HKEx ESG Reporting Guide KPI
Emission	Total Greenhouse gases ("GHG") emission (Scope 1, 2, 3) (tonnes)	73.36	127.24	KPI A1.1, A1.2
	Total GHG emission per million HKD of goods sold (tonnes)	1.43	2.26	KPI A1.1, A1.2
	Total GHG emission per number of employee (tonnes)	1.77	3.55	KPI A1.1, A1.2
	Indirect Emission (Scope 2, 3)			
	— Electricity (tCO <sub>2</sub> )	71.70	125.49	KPI A1.1, A1.2
	— Paper waste in production disposed at landfills (tCO <sub>2</sub> )	—	—	KPI A1.1, A1.2
	— Paper waste in general office disposed at landfills (tCO <sub>2</sub> )	1.66	1.75	KPI A1.1, A1.2
Non-hazardous waste	Total non-hazardous waste disposed to landfill (tonnes)	1.07	1.31	KPI A1.4
	Total non-hazardous waste produced per million HKD of goods sold (tonnes)	0.02	0.02	KPI A1.4
	Total non-hazardous waste produced per number of employee (tonnes)	0.03	0.04	KPI A1.4
	— General office waste disposed to landfill (tonnes)	1.07	1.31	KPI A1.4

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

### Aspect A2: Use of resources

Performance indicator		2021 Data	2020 Data	HKEx ESG Reporting Guide KPI
Energy	Total energy consumption (Kwh)	100,981.00	154,932.00	KPI A2.1
	Total energy consumed per million HKD of goods sold (Kwh)	1,965.20	2,752.76	KPI A2.1
	Total energy consumed per number of employee (Kwh)	2,443.09	4,323.68	KPI A2.1
	Indirect energy consumption (Kwh) — Electricity (Kwh)	100,981.00	154,932.00	KPI A2.1
Water	Total water consumption (M <sup>3</sup> )	54.00	46.00	KPI A2.2
	Total water consumption per number of employee (M <sup>3</sup> )	1.31	1.28	KPI A2.2
Packaging material	Total packaging materials — carton box and wrapping paper (tonnes)	35.80	50.71	KPI A2.5
	Total packaging materials consumed per million HKD of goods sold (tonnes)	0.70	0.90	KPI A2.5

#### Notes:

1. Energy and water usage includes the general office usage and resources used in production sites and warehouse.
2. GHG calculation and waste calculation calculated based on the general office usage and disposed wastage generate from production.

## CLIMATE CHANGE

The Group has identified and assessed the risks of climate change and developed measures to safeguard the safety of its employees, including strictly complying with relevant extreme weather guidelines issued by the government.

Climate change, like heavy rain, typhoons and extreme weather, may affect the Group's operation. To minimize life, property and financial losses, precautionary measures on flexible working arrangement have been taken by the Group under different extreme weather scenarios such as black rainstorm warning, flooding and typhoon signal No.8. While sustained high temperature may result in an increase in electricity consumption, the Group has adopted energy conservation measures in managing such risk, which are detailed in the subsection of "Emissions and Energy Consumption". The Group will continue to monitor the risks and opportunities given by climate change on a regular basis.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

## SOCIAL RESPONSIBILITY

### Employment and Labour Standards

Employees are our valuable asset and one of the important stakeholders. Employment conditions relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare are set out in the staff handbook.

We strive to provide a pleasant working environment to retain talents. We offer talents with competitive remuneration and benefits, training and appraisal. We support diversity in our staff combination and ensure they are not discriminated on race, age, gender, marital status, religion or belief. We do not force any staff to work overtime and we provide travel allowance and meal allowance for the staff work overtime. We also offer compensation leave for all approved overtime allowance.

We enforce zero tolerance towards child labour and forced labour and strictly follow applicable labour laws. Procedures are established to ensure that recruiting process and daily operation are in par with the standard. During the year, we did not identify any issue with child labour and forced labour within the Group.

The number of employees and employee turnover rate of the Group classified by different categories for the year are as follows:

	<b>Total number of employees of the Group</b>	<b>Total number of leave employees</b>	<b>Employee turnover rate</b>
Total employees	40	29	73%
By employment type			
— Full-time	40	29	73%
By gender			
— Male	25	13	52%
— Female	15	16	107%
By age group			
— 30 or under	8	14	175%
— 31–40	15	9	60%
— 41–50	12	6	50%
— 51 or above	5	0	0%
By geographical location			
— Mainland China	14	11	79%
— Hong Kong	26	18	69%

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

### Health and Safety

Providing a healthy and safe working environment is essential to sustain our operation. We are required to comply with various safety laws and regulations in Hong Kong. Our operations are also subject to occupational health and safety regulations issued by the relevant occupational health and safety authorities in Hong Kong. We have taken measures to promote occupational health awareness and safety at workplace. All employees are provided with needed job information, guidance, training and supervision. We also provide medical insurance to the employees. The work injury rate and work-related fatalities rate of the Group remained at zero. No lost days due to work injury were reported in the reporting period, and no work-related fatalities were reported in the past three years (including the reporting period).

### Staff Development and Training

The Group strives to assist employees' development by providing them with opportunities to advance their careers. To this end, we provide orientation for employees to understand our business operation and culture. We also provide our employees, from time to time, with technical and operational on-the-job training, and sponsor our employees to attend external trainings and courses. To allow employees to interact and to strengthen their bonding, we organise recreational activities, such as team building activities and annual dinner. An appraisal system is set up to assess employees' performance based on their contribution, attitude and cooperativeness to the Group. This also provides an opportunity for us to communicate so that we can understand employees' expectations and assist their career development.

The summary of the Group's employee training record during the year is as follows:

	<b>Total percentage of employees trained</b>	<b>Average training hours completed per employee (hours)</b>
By gender		
— Male	0%	0
— Female	7%	6.7
By employment type		
— Senior management	8%	7.7
— Other staff	0%	0

## GOVERNANCE

### Supply Chain Management

Material and service suppliers are an integral part of our business. Our suppliers and subcontractors include suppliers of papers and other packaging and sourcing materials, logistic service providers, printing companies, photo and video shooting service providers, freelancers for digital marketing production and translators. In order to provide quality, safe and responsible products to the clients, the Group has formulated strict procedures for selecting suppliers and subcontractors to work with. In addition to the selection criteria such as legal operating licenses, good service quality and price, the Group also pays attention to the environmental and social performance of the suppliers. During its selection process for potential suppliers, on-site assessments are carried out. To ensure the operation standard of suppliers are up to our expectation and requirement, the Group will conduct annual evaluation for the suppliers. If a supplier is found violating the agreed responsibilities and operating procedures, the Group will terminate the cooperation with the supplier. During the year 2021, the Group had engaged 131 suppliers, of which 92.4% were from Hong Kong and 7.6% were the PRC.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

### Product Responsibility

Client satisfaction and day-to-day quality control are essential to our business. Our project managers take the primary responsibility for day-to-day monitoring of our services in terms of quality and time efficiency in delivery. We keep close contact with our clients to take instructions, report work status and provide advices from time to time. Creative design and other important documents throughout the critical workflow processes are subject to our strict quality control to ensure our work is done in accordance with the standard and the specifications of our clients. To optimise the marketing performance of our digital production services for the achievement of the marketing objectives of the brand owners, we constantly collect feedback from target audiences, monitor public responses and produce evaluation reports for evaluation and fine-tuning purposes.

For projects involving printing, our marketing production team will check the artwork files received from our clients and conduct quality check of colour separation and film output before bulk printing. For all new clients or upon request by our clients, our marketing production team will conduct production monitoring at the production sites of our suppliers. We also closely monitor the product quality delivered by our suppliers.

For projects involving confidential data printing and direct mailing service, we have a strict internal data handling procedures to ensure that the confidentiality of privacy data is protected. All relevant work processes are done on a printer server with no internet access and no removable storage device is allowed to be used throughout the process. All data are encrypted and only relevant project handlers are provided with the unique login identify to access to the data. Project handlers are required to check and confirm the printing sample with our clients before bulk printing and lettershopping. Prior to delivery of the letters for postage, our staff will count the number of letters to ensure it matches with the total number of data recorded. All printed sheets containing confidential data and the relevant records of quality control are required to be destroyed within one month after the project is completed.

To further enhance our overall service quality, any incident of a project would be reported instantly and recorded and shared on our management information system among different teams. A monthly meeting will be held to review any incident being reported and the relevant rectification measures, and make recommendations to improve the working procedures. Minutes of these meetings, together with any improvement proposals, will be passed to the management team for further discussion and approval.

Client satisfaction survey will be automatically sent to our clients through our project management information system "Icicle Hub" randomly to collect clients' feedback for evaluation and improvement.

The Group has established a systematic and efficient mechanism for handling client complaints. Whenever it receives any client complaints about the products, the corresponding staff is required to report to the senior management who will respond immediately and measures are taken to correct and prevent the occurrence of similar events in the future.

During the year, the Group did not recall any products for safety and health reasons and experience any complaint from our clients which had materially and adversely affect our business nor did the Group make any material compensation to our clients.

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

### Anti-corruption

The Group is committed to doing business with integrity and will not tolerate any bribery or other misconduct. All employees must comply with related national and local government laws and regulations on prevention of bribery, extortion, fraud and money laundering. All employees not only have responsibility to understand and comply with the above regulations, but also have obligation to report violation to the fit and appropriate person. Whistle blower policies and procedures are in place and disclosed to all employees. Any misconduct can be reported to the Chairperson or Independent Non-Executive Directors, further investigation would then be carried out. The Group strictly complies with the laws and regulations relevant to anti-corruption and there was no incident reported on bribery, extortion, fraud, and money laundering during the year.

To enhance employees' understanding of the Group's internal policies, strengthen their awareness of and compliance with the code of conduct, regular training about anti-bribery and the latest updates of the relevant laws and regulations is taken place every year for all employees as well as directors.

### Community Involvement

We care about our community as our business cannot grow without good employees, resources and facilities from the community. We encourage our employees to participate in voluntary work for the benefit of the community. We donate to charitable bodies whom we believe are best place to provide care for those in need. We have made long-term commitments to work with community organisations in Hong Kong. Our partners include Homeless World Cup, Hong Kong Design Centre, PARA|SITE and Design Trust.

Since 2006, we have been supporting the Homeless World Cup Fundraising Tournament annually in Hong Kong which is organised by Street Soccer Hong Kong Limited and co-organised by Wofoo Social Enterprises and Society for Community Organisation, which are non-profit organisations. Homeless World Cup is a social movement which uses football to inspire homeless people to change their own lives.

In the coming future, the Group will continue to attach great importance to community services, and will encourage our employees to be actively engaged in voluntary services and join hands together to disseminate the spirit of services in the community where we all depend on.

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

## HKEx ESG REPORTING GUIDE INDEX

Subject Areas, Aspects, General Disclosures and KPIs		Relevant section in the ESG Report	Remarks
<b>A: Environmental</b>			
<b>Aspect A1: Emissions</b>	General Disclosure	Environment	Electricity consumption is a major source of indirect GHG emission generated in our core business
	Information on:		
	(a) the policies; and		
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer		
	relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste		
	KPI A1.1 Types of emissions and respective emissions data	Environment	
	KPI A1.2 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity	Environment	
KPI A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity	—	The Group has not identified any hazardous waste which was produced in our core business	
KPI A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity	Environment		
KPI A1.5 Description of emission target(s) set and steps taken to achieve them	Environment		
KPI A1.6 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them	Environment		

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs	Relevant section in the ESG Report	Remarks	
<b>A: Environmental</b>			
<b>Aspect A2: Use of Resources</b>	General Disclosure	Environment	
	Policies on efficient use of resources including energy, water and other raw materials		
	KPI A2.1 Direct and/or indirect energy consumption by type in total and intensity	Environment	
	KPI A2.2 Water consumption in total and intensity	Environment	
	KPI A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them	Environment	
	KPI A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them	—	Irrelevant to the Group's operation
	KPI A2.5 Total packaging material used for finished products and, if applicable, with reference to per unit produced	Environment	
<b>Aspect A3: The Environment and Natural Resources</b>	General Disclosure	Environment	
	Policies on minimising the issuer's significant impact on the environment and natural resources		
	KPI A3.1 Description of the significant impacts of activities on the environment and natural resources and actions taken to manage them	—	The Group has not identified any significant impacts of activities on the environmental and natural resources arising from its operation

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant section in the ESG Report	Remarks
<b>Aspect A4: Climate Change</b>	<p>General Disclosure</p> <p>Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.</p> <p>KPI A4.1 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.</p>	Environment	
<b>B: Social — Employment and Labour Practices</b>			
<b>Aspect B1: Employment</b>	<p>General Disclosure</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare</p> <p>KPI B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.</p> <p>KPI B1.2 Employee turnover rate by gender, age group and geographical region.</p>	Social Responsibility	

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant section in the ESG Report	Remarks
<b>Aspect B2: Health and Safety</b>	<p>General Disclosure</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to providing a safe working environment and protecting employees from occupational hazards</p> <p>KPI B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.</p> <p>KPI B2.2 Lost days due to work injury.</p> <p>KPI B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.</p>	Social Responsibility	
<b>Aspect B3: Development and Training</b>	<p>General Disclosure</p> <p>Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities</p> <p>KPI B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).</p> <p>KPI B3.2 The average training hours completed per employee by gender and employee category.</p>	Social Responsibility	

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant section in the ESG Report	Remarks
<b>Aspect B4: Labour Standards</b>	<p>General Disclosure</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to preventing child and forced labour</p> <p>KPI B4.1 Description of measures to review employment practices to avoid child and forced labour.</p> <p>KPI B4.2 Description of steps taken to eliminate such practices when discovered.</p>	Social Responsibility	
<b>— Operating Practices</b>			
<b>Aspect B5: Supply Chain Management</b>	<p>General Disclosure</p> <p>Policies on managing environmental and social risks of the supply chain</p> <p>KPI B5.1 Number of suppliers by geographical region.</p> <p>KPI B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.</p> <p>KPI B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.</p>	Governance	

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs	Relevant section in the ESG Report	Remarks
KPI B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.		
<b>Aspect B6: Product Responsibility</b>	Governance	
<p>General Disclosure</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress</p> <p>KPI B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.</p> <p>KPI B6.2 Number of products and service related complaints received and how they are dealt with.</p> <p>KPI B6.3 Description of practices relating to observing and protecting intellectual property rights.</p> <p>KPI B6.4 Description of quality assurance process and recall procedures.</p> <p>KPI B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored.</p>		

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant section in the ESG Report	Remarks
<b>Aspect B7: Anti-corruption</b>	<p>General Disclosure</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer</p> <p>relating to bribery, extortion, fraud and money laundering</p> <p>KPI B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.</p> <p>KPI B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.</p> <p>KPI B7.3 Description of anti-corruption training provided to directors and staff.</p>	Governance	

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT (CONTINUED)

Subject Areas, Aspects, General Disclosures and KPIs		Relevant section in the ESG Report	Remarks
— Community			
<b>Aspect B8: Community Investment</b>	<p data-bbox="437 573 632 599">General Disclosure</p> <p data-bbox="437 642 884 806">Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration communities' interests</p> <p data-bbox="437 849 884 978">KPI B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).</p> <p data-bbox="437 1021 884 1118">KPI B8.2 Resources contributed (e.g. money or time) to the focus area.</p>	Governance	

# INDEPENDENT AUDITOR'S REPORT



## Moore Stephens CPA Limited

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To the Shareholders of **Icicle Group Holdings Limited**  
(Incorporated in the Cayman Islands with limited liability)

## OPINION

We have audited the consolidated financial statements of Icicle Group Holdings Limited (the "Company") and its subsidiaries (together, the "Group") set out on pages 64 to 135, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2021, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards ("HKFRSs") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

## BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") issued by the HKICPA. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the HKICPA's *Code of Ethics for Professional Accountants* (the "Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED)

## KEY AUDIT MATTERS

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

### Key audit matter

### How the matter was addressed in our audit

#### **Assessment of allowance for expected credit losses on trade receivables**

*Refer to Notes 4.5, 5(ii), 20 and 33(b) to the consolidated financial statements*

As at 31 December 2021, the Group had trade receivables with an aggregate carrying amount of approximately HK\$15,542,000, net of allowances for expected credit losses ("ECLs") of approximately HK\$312,000.

Allowances for ECLs on trade receivables are based on management's estimate of the lifetime ECLs to be incurred, which are estimated by taking into account the credit losses experience, ageing of the trade receivables, customers' settlement records, customers' financial status, expected timing and amount of realisation of outstanding balances, and ongoing business relationships with customers. Management also considered forward-looking information that may impact the customers' abilities to repay the outstanding balances in order to estimate the allowances for ECLs on trade receivables.

We have identified assessment of recoverability of trade receivables as a key audit matter because the estimation of lifetime ECL model involved significant management judgement and estimates.

Our key procedures to assess the matter included:

- Obtaining an understanding of the internal control that the Group has designed and implemented to manage and monitor its credit risk;
- Assessing the appropriateness of ECL model by evaluating the assumptions and testing the key data used by management in the model, challenging the assumptions, including both historical and forward-looking information used to determine the ECLs;
- Assessing, on a sample basis, whether items in the trade receivables ageing report were classified within the appropriate ageing bracket by comparing individual items in the report with the relevant financial records; and
- Inquiring of management for the status of each of the material outstanding trade receivables as supported by corroborative audit evidence, such as historical credit losses data, on-going business relationship with those customers by taking account of settlement records, contract with those customers, available public information and economic outlook that is relevant to the operations of those customers.

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

Key audit matter	How the matter was addressed in our audit
<p><b>Revenue recognition for marketing production services</b></p> <p><i>Refer to Notes 4.10, 5(i) and 6 to the consolidated financial statements</i></p> <p>For the year ended 31 December 2021, the Group recognised revenue amounting to approximately HK\$48,372,000 from provision of marketing production services.</p> <p>The Group's principal activities are mainly provision of marketing production services in Hong Kong.</p> <p>The end products created by the marketing production services provided are unique, specified to each customer and involved high personal preference. The management considers that revenue from marketing production services is recognised when the control of the end products is transferred to the customers and such revenue is recognised at a point of time.</p> <p>We have identified revenue recognition as a key audit matter because the determination of the revenue recognition requires significant management judgement. It is also a key component in the consolidated financial statements.</p>	<p>Our key procedures to address the matter included:</p> <ul style="list-style-type: none"><li>— Obtaining understanding of the key internal controls over the revenue recognition cycle of the Group;</li><li>— Performing test of details on revenue transactions on sample basis to verify the revenue was recognised appropriately, including inspecting agreements with customers to understand the terms of delivery and acceptance of the sales transactions, and checking the contract terms to evaluate the enforceability of the Group's right to payment for performance completed to date;</li><li>— Inquiring of management for the basis of recognising revenue at a point in time and challenging appropriateness of that basis based on the effect of the contract terms;</li><li>— Performing cut off test on revenue transactions on sample basis to verify whether revenue was recognised in appropriate reporting period; and</li><li>— Performing analytical review on the fluctuation of the revenue when compared with prior reporting period to identify any unusual fluctuations.</li></ul>

### OTHER INFORMATION

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

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

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

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

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

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

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

Those charge with governance is responsible 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 solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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.

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

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

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

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

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

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

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

### **Moore Stephens CPA Limited**

*Certified Public Accountants*

### **Hung, Wan Fong Joanne**

Practising Certificate Number: P05419

Hong Kong, 23 March 2022

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2021

	Notes	2021 HK\$'000	2020 HK\$'000
<b>Revenue</b>	6	<b>51,385</b>	56,282
Other income, gains and losses, net	7	2,517	2,909
Outsourced project costs		(19,086)	(20,684)
Materials and consumables		(5,980)	(5,158)
Depreciation and amortisation expenses		(6,001)	(6,773)
Employee benefits expenses	9	(16,259)	(12,005)
Rental expenses	15	(1,600)	(1,489)
Transportation fee		(6,318)	(7,950)
Allowance for/(reversal of) expected credit losses on trade receivables	33(b)	(59)	610
Other operating expenses		(11,008)	(7,441)
Finance costs	8	(411)	(376)
Impairment loss on property, plant and equipment	14	(2,087)	—
Impairment loss on right-of-use assets	15	(956)	—
Impairment loss on intangible assets	16	(465)	—
Write-down of inventories	19	(593)	—
<b>Loss before income tax</b>	9	<b>(16,921)</b>	(2,075)
Income tax expense	11	(168)	(882)
<b>Loss for the year</b>		<b>(17,089)</b>	(2,957)
<b>Attributable to:</b>			
Owners of the Company		(13,491)	(620)
Non-controlling interests	27	(3,598)	(2,337)
<b>Loss for the year</b>		<b>(17,089)</b>	(2,957)
<b>Other comprehensive income:</b>			
<i>Item that may be reclassified subsequently to profit or loss:</i>			
Exchange differences arising on translation of foreign operations		39	186
<b>Other comprehensive income for the year, net of income tax</b>		<b>39</b>	186
<b>Total comprehensive expense for the year</b>		<b>(17,050)</b>	(2,771)
<b>Attributable to:</b>			
Owners of the Company		(13,445)	(437)
Non-controlling interests	27	(3,605)	(2,334)
<b>Total comprehensive expense for the year</b>		<b>(17,050)</b>	(2,771)
<b>Loss per share attributable to owners of the Company</b>			
Basic and diluted (HK cents)	13	(2.81)	(0.13)

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2021

	Notes	2021 HK\$'000	2020 HK\$'000
<b>ASSETS AND LIABILITIES</b>			
<b>Non-current assets</b>			
Property, plant and equipment	14	1,578	3,003
Right-of-use assets	15	5,652	5,926
Intangible assets	16	—	606
Goodwill	17	—	—
Financial asset at fair value through profit or loss	18	955	841
Deposit and prepayment	20	298	383
		<b>8,483</b>	10,759
<b>Current assets</b>			
Inventories	19	8	562
Trade and other receivables, deposits and prepayments	20	17,694	17,836
Amount due from controlling shareholder	21	35	23
Amount due from related companies	21	231	12
Time deposits and cash and bank balances	22	56,226	69,106
		<b>74,194</b>	87,539
<b>Current liabilities</b>			
Trade and other payables and accruals	23	9,570	7,853
Contract liabilities	23	2,195	2,878
Amount due to a non-controlling shareholder of a subsidiary	21	56	56
Tax payable		814	980
Lease liabilities	24	3,432	2,979
		<b>16,067</b>	14,746
<b>Net current assets</b>		<b>58,127</b>	72,793
<b>Total assets less current liabilities</b>		<b>66,610</b>	83,552
<b>Non-current liability</b>			
Lease liabilities	24	3,532	3,424
<b>Net assets</b>		<b>63,078</b>	80,128
<b>CAPITAL AND RESERVES</b>			
Share capital	25	4,800	4,800
Reserves	26	64,883	78,328
<b>Total equity attributable to owners of the Company</b>		<b>69,683</b>	83,128
Non-controlling interests	27	(6,605)	(3,000)
<b>Total equity</b>		<b>63,078</b>	80,128

The consolidated financial statements on pages 64 to 135 were approved and authorised for issue by the Board of Directors on 23 March 2022 and are signed on its behalf by:

**Woo Chan Tak Chi Bonnie**  
Executive Director

**Chow Sai Yiu Evan**  
Non-executive Director

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2021

## Equity attributable to owners of the Company

	Share capital	Share premium	Capital reserve	Translation reserve	Other reserves	Retained earnings	Total	Non-controlling interests	Total
	HK\$'000 (Note 25)	HK\$'000 (Note 26)	HK\$'000 (Note 26)	HK\$'000 (Note 26)	HK\$'000 (Note 26)	HK\$'000	HK\$'000	HK\$'000 (Note 27)	HK\$'000
<b>Balance as at 1 January 2020</b>	4,800	53,131	11,993	(877)	7	14,511	83,565	(666)	82,899
Loss for the year	—	—	—	—	—	(620)	(620)	(2,337)	(2,957)
Other comprehensive income: Exchange differences arising on translation of foreign operations	—	—	—	183	—	—	183	3	186
Total comprehensive income/ (expense) for the year	—	—	—	183	—	(620)	(437)	(2,334)	(2,771)
Transfer to statutory reserve	—	—	—	—	90	(90)	—	—	—
<b>Balance as at 31 December 2020 and 1 January 2021</b>	<b>4,800</b>	<b>53,131</b>	<b>11,993</b>	<b>(694)</b>	<b>97</b>	<b>13,801</b>	<b>83,128</b>	<b>(3,000)</b>	<b>80,128</b>
Loss for the year	—	—	—	—	—	(13,491)	(13,491)	(3,598)	(17,089)
Other comprehensive income/ (expense): Exchange differences arising on translation of foreign operations	—	—	—	46	—	—	46	(7)	39
Total comprehensive income/ (expense) for the year	—	—	—	46	—	(13,491)	(13,445)	(3,605)	(17,050)
Transfer to statutory reserve	—	—	—	—	85	(85)	—	—	—
<b>Balance as at 31 December 2021</b>	<b>4,800</b>	<b>53,131</b>	<b>11,993</b>	<b>(648)</b>	<b>182</b>	<b>225</b>	<b>69,683</b>	<b>(6,605)</b>	<b>63,078</b>

# CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2021

	Notes	2021 HK\$'000	2020 HK\$'000
<b>Cash flows from operating activities</b>			
Loss before income tax		(16,921)	(2,075)
Adjustments for:			
Allowance for/(reversal of) expected credit losses on trade receivables	9	59	(610)
Impairment loss on intangible assets	16	465	—
Impairment loss on property, plant and equipment	14	2,087	—
Impairment loss on right-of-use assets	15	956	—
Write-down of inventories	19	593	—
Impairment loss on goodwill	7	—	538
Amortisation of intangible assets	9	142	123
Depreciation of property, plant and equipment	9	1,551	916
Depreciation of right-of-use assets	9	4,308	5,734
Loss on disposal of property, plant and equipment	7	33	—
Loss on write-off of property, plant and equipment	7	8	—
Fair value change on financial asset at fair value through profit or loss	7	62	(98)
Interest income	7	(639)	(1,008)
Interest on lease liabilities	8	411	376
Rent concession in relation to COVID-19	7	—	(305)
<b>Operating (loss)/profit before working capital changes</b>		<b>(6,885)</b>	3,591
Increase in inventories		(39)	(44)
Decrease in trade and other receivables, deposits and prepayments		119	3,541
(Increase)/decrease in amount due from related companies		(214)	40
Increase/(decrease) in trade and other payables and accruals		1,717	(2,258)
(Decrease)/increase in contract liabilities		(683)	782
<b>Cash (used in)/generated from operations</b>		<b>(5,985)</b>	5,652
Income tax (paid)/refunded		(334)	907
<b>Net cash (used in)/generated from operating activities</b>		<b>(6,319)</b>	6,559
<b>Cash flows from investing activities</b>			
Interest received		688	1,008
Purchase of financial asset at fair value through profit or loss		(176)	(330)
Additions of property, plant and equipment		(2,332)	(2,041)
Proceed from disposal of property, plant and equipment		78	15
Additions of intangible assets		—	(703)
Placements of time deposits with original maturity of more than three months		(7,255)	(23,671)
Withdrawals of time deposits with original maturity of more than three months		63,156	16,860
Advance to controlling shareholder		(12)	(23)
Advance to related companies		(5)	(12)
<b>Net cash generated from/(used in) investing activities</b>		<b>54,142</b>	(8,897)

## CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

For the year ended 31 December 2021

	Notes	2021 HK\$'000	2020 HK\$'000
<b>Cash flows from financing activities</b>			
Payment of capital portion of lease liabilities	31	(4,429)	(6,034)
Payment of interest portion of lease liabilities	31	(411)	(376)
Repayment to a non-controlling shareholder of a subsidiary	31	—	(62)
Repayment to a related company	31	—	(269)
<b>Net cash used in financing activities</b>		<b>(4,840)</b>	(6,741)
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>42,983</b>	(9,079)
<b>Cash and cash equivalents at beginning of the year</b>		<b>13,205</b>	22,096
<b>Effect of foreign exchange rate changes</b>		<b>38</b>	188
<b>Cash and cash equivalents at end of the year</b>		<b>56,226</b>	13,205
<b>Analysis of cash and cash equivalents</b>			
Cash and bank balances		56,226	13,205
Time deposits with original maturity of more than three months		—	55,901
Time deposits and cash and bank balances stated in the consolidated statement of financial position		56,226	69,106
Less: Time deposits with original maturity more than three months		—	(55,901)
<b>Cash and cash equivalents as stated in the consolidated statement of cash flows</b>		<b>56,226</b>	13,205

Non-cash transaction:

During the year ended 31 December 2020, addition of property, plant and equipment of HK\$1,023,000 has not yet paid to the suppliers and the payable was included trade and other payables and accruals.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 December 2021

## 1. GENERAL INFORMATION

Icicle Group Holdings Limited (the "Company", collectively with its subsidiaries, the "Group") was incorporated as an exempted company and registered in the Cayman Islands with limited liability under the Companies Act of the Cayman Islands on 20 January 2017. The registered office of the Company is located at Windward 3, Regatta Office Park, PO Box 1350, Grand Cayman KY1-1108, Cayman Islands. The shares of the Company are listed on GEM of The Stock Exchange of Hong Kong Limited (the "Stock Exchange") since 8 December 2017. The Company's principal place of business was located at Unit 4, 12/F., 18 King Wah Road, North Point, Hong Kong. On 1 March 2021, the Company's principal place of business was changed to Unit B, 9th Floor, Safety Godown Industrial Building, 56 Ka Yip Street, Chai Wan, Hong Kong.

The Company is an investment holding company. The principal activities of the Group are provision of marketing production services, e-commerce and retail business, operation of a café and content media business.

### Information about principal subsidiaries

As at the reporting date, the Company has direct and indirect interests in the following subsidiaries, all of which are companies with limited liability. The particulars of which are set out as follows:

Name of the subsidiary	Place and date of incorporation/ establishment	Particulars of issued and fully paid-up capital/share capital/registered capital	Attributable effective equity interest to the Group as at		Principal activities and place of operation
			31 December 2021	2020	
<i>Directly held:</i>					
Icicle Group Limited ("Icicle Group")	The British Virgin Islands (the "BVI") 29 May 2013	United States dollars ("US\$") 113 (2020: US\$113)	100%	100%	Investment holding
<i>Indirectly held:</i>					
Icicle Production Company Limited	Hong Kong 23 April 1991	Hong Kong dollars ("HK\$") 1,000,010 (2020: HK\$1,000,010)	100%	100%	Provision of marketing production services in Hong Kong
Icicle Print Management Limited	Hong Kong 8 November 2007	HK\$10 (2020: HK\$10)	100%	100%	Investment holding
Beijing Icicle Brand Management Company Limited (北京冰雪品牌管理有限公司) (Note (i))	The People's Republic of China (the "PRC") 31 July 2008	HK\$1,000,000 (2020: HK\$1,000,000)	100%	100%	Provision of brand management and print consulting services in the PRC
WB G-Changer Limited (formerly known as WomanBoss Limited) ("WomanBoss")	The BVI 2 May 2019	US\$200,002 (2020: US\$200,002)	74.1%	74.1%	Investment holding
WomanBoss Inc (Note (iii))	The United States of America (the "USA") 1 July 2019	US\$1,000 (2020: US\$1,000)	74.1%	74.1%	E-commerce business in the USA

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 1. GENERAL INFORMATION (Continued)

### Information about principal subsidiaries (Continued)

Name of the subsidiary	Place and date of incorporation/ establishment	Particulars of issued and fully paid-up capital/share capital/registered capital	Attributable effective equity interest to the Group as at 31 December		Principal activities and place of operation
			2021	2020	
<i>Indirectly held: (Continued)</i>					
WB Game Changer Limited (formerly known as WomanBoss Hong Kong Limited)	Hong Kong 22 April 2020	HK\$10,000 (2020: N/A)	<b>74.1%</b>	74.1%	E-commerce and retail business and operation of a café in Hong Kong
Studio SV Limited ("Studio SV")	Hong Kong 22 May 2017	HK\$45 (2020: HK\$45)	<b>55.6%</b>	55.6%	Creation, production, licensing original film and TV content, format and intellectual property rights for the global market
SV One LLC (Note (iii))	The USA 17 December 2019	Nil (2020: Nil) (Note (iv))	<b>30.6%</b>	30.6%	Creation, production, licensing original TV content in the USA
SV Two Limited	Hong Kong 15 December 2020	HK\$10,000 (2020: HK\$10,000)	<b>100%</b>	100%	Provision of content media business in Hong Kong
Shanghai Qixian Culture Communication Co., Ltd (上海啟先文化傳播有限公司) (Note (i))	The PRC 28 April 2021	Renminbi ("RMB") 1,000,000 (2020: N/A)	<b>100%</b>	N/A	Provision of content media business in the PRC

#### Notes:

- (i) These subsidiaries are a wholly-owned foreign enterprise. Their statutory financial statements are not audited by Moore Stephens CPA Limited or another member firm of the Moore Global Network. The English name of these subsidiaries established in the PRC represents management's best effort at translating the Chinese name of such subsidiary as no English name has been registered.
- (ii) The statutory financial statements of this subsidiary are not audited by Moore Stephens CPA Limited or another member firm of the Moore Global Network.
- (iii) Studio SV, a non-wholly-owned subsidiary of the Company, has 55.0% equity interest in SV One LLC. Although the Group has effective equity interest in SV One LLC of 30.6%, the directors of the Company concluded that the Group has a sufficiently dominant voting interest to direct the relevant activities of SV One LLC through Studio SV.
- (iv) This subsidiary is a limited liability company registered in California, USA ("LLC"). LLC is not required to have any amount for its share capital while member of LLC can pre-determine the percentage of ownership before the incorporation of LLC.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 2. BASIS OF PREPARATION AND PRESENTATION

The consolidated financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards (“HKFRSs”), which collective term includes all applicable individual HKFRSs, Hong Kong Accounting Standards (“HKASs”) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”). The consolidated financial statements also comply with the applicable disclosure requirements of the Hong Kong Companies Ordinance and the Rules Governing the Listing of Securities on GEM of the Stock Exchange (the “GEM Listing Rules”).

The consolidated financial statements have been prepared on historical cost basis, except for financial asset at fair value through profit or loss (“FVTPL”) that are measured at fair value at the end of each reporting period, as explained in the accounting policies set out below. The consolidated financial statements are presented in HK\$, which is also the functional currency of the Company. All values are rounded to the nearest thousand except when otherwise indicated.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of HKFRS 2 Share-based Payment, leasing transactions that are accounted for in accordance with HKFRS 16 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in HKAS 2 Inventories or value in use in HKAS 36 Impairment of Assets.

It should be noted that accounting estimates and assumptions have been used in preparation of the consolidated financial statements. Although these estimates are based on management’s best knowledge and judgement of current events and actions, actual results may ultimately differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are set out in Note 5 “Significant accounting judgements and estimates”.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 3. APPLICATION OF NEW AND AMENDMENTS TO HKFRSs

The HKICPA has issued a number of amendments to HKFRSs and had become effective during the year. In preparing the consolidated financial statements, the Group has applied all applicable amendments to HKFRSs issued by the HKICPA, which are effective for the Group's consolidated financial statements for the accounting period beginning on 1 January 2021.

Amendments to HKFRS 9, HKAS 39, Interest Rate Benchmark Reform Phase 2  
HKFRS 7, HKFRS 4 and HKFRS 16

None of these amendments have had a material effect on the Group's financial performance and financial position for the current or prior years and/or on the disclosures set out in these consolidated financial statements.

At the date when these consolidated financial statements are authorised for issue, certain new and amended HKFRSs have been issued but are not yet effective, and have not been applied early by the Group.

HKFRS 17	Insurance Contracts and the related Amendments	1 January 2023
Amendment to AG 5	Accounting Guideline 5 Merger Accounting for Common Control Combinations (Revised)	1 January 2022
Amendment to HKFRS 16	Covid-19-Related Rent Concessions Beyond 30 June 2021	1 April 2021
Amendments to HKFRS 3	Reference to the Conceptual Framework	1 January 2022
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined
Amendments to HKAS 1	Classification of Liabilities as Current or Non-current and related amendments to Hong Kong Interpretation 5 (2020)	1 January 2023
Amendments to HKAS 1 and HKFRS Practice Statement 2	Disclosure of Accounting Policies	1 January 2023
Amendments to HKAS 8	Definition of Accounting Estimates	1 January 2023
Amendments to HKAS 12	Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1 January 2023
Amendments to HKAS 16	Property, Plant and Equipment — Proceeds before Intended Use	1 January 2022
Amendments to HKAS 37	Onerous Contracts — Cost of Fulfilling a Contract	1 January 2022
Amendments to HKFRSs	Annual Improvements to HKFRSs 2018–2020	1 January 2022

The Group has already commenced an assessment of the related impact of adopting the above new and amendments to HKFRSs. So far, it is concluded that the above new and amendments to HKFRSs will be adopted at the respective effective dates and the adoption of them is unlikely to have a significant impact on the consolidated financial statements of the Group.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies adopted in the preparation of the consolidated financial statements are summarised below. These policies have been consistently applied to all the years presented unless otherwise stated.

### 4.1 Basis of consolidation and subsidiaries

The consolidated financial statements incorporate the financial statements of the Company and its subsidiaries comprising the Group for the reporting periods.

A subsidiary is an investee over which the Company is able to exercise control. The Company controls an investee if all three of the following elements are present: power over the investee; exposure, or rights, to variable returns from the investee; and the ability to use its power to affect those variable returns. Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated in preparing the consolidated financial statements. Where unrealised losses on intra-group asset sales are reversed on consolidation, the underlying asset is also tested for impairment from the Group's perspective. Amounts reported in the financial statements of subsidiaries have been adjusted where necessary to ensure consistency with the accounting policies adopted by the Group.

Profit or loss and each component of other comprehensive income are attributed to owners of the Company and to the non-controlling interest, even if this results in the non-controlling interest having a deficit balance.

Non-controlling interests in subsidiaries are presented separately from the Group's equity therein, which represent present ownership interests entitling their holders to a proportionate share of net assets of the relevant subsidiaries upon liquidation.

#### Changes in the Group's interests in existing subsidiaries

Changes in the Group's interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's relevant components of equity and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries, including re-attribution of relevant reserves between the Group and the non-controlling interests according to the Group's and the non-controlling interests' proportionate interests.

Any difference between the amount by which the non-controlling interest are adjusted, and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.2 Business combination and goodwill

The acquisition method is used to account for the acquisition of a subsidiary in a business combination. The cost of acquisition is measured at the acquisition-date fair value of the assets given, equity instruments issued, liabilities incurred. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received. Identifiable assets and liabilities of the subsidiary in the acquisition are measured at their fair values at the acquisition date.

The excess of the cost of acquisition over the Company's share of the net fair value of the subsidiary's identifiable assets and liabilities is recorded as goodwill. Any excess of the Company's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in profit or loss as a gain on bargain purchase which is attributed to the Company.

Goodwill is tested annually for impairment or more frequently if events or changes in circumstances indicate that it might be impaired. Goodwill is measured at cost less accumulated impairment losses. Impairment losses of goodwill are recognised in profit or loss and are not subsequently reversed. Goodwill is allocated to cash-generating units that are expected to benefit from the synergies of the acquisition for the purpose of impairment testing.

For goodwill arising on an acquisition in a reporting period, the cash-generating unit to which goodwill has been allocated is tested for impairment before the end of that reporting period. If the recoverable amount is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit.

The non-controlling interests in the subsidiary are initially measured at their acquisition-date fair value or at the non-controlling shareholders' proportionate share of the recognised amounts of the subsidiary's identifiable assets and liabilities at the acquisition date.

### 4.3 Property, plant and equipment

Property, plant and equipment are stated at cost, less accumulated depreciation and accumulated impairment losses, if any.

The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable cost of bringing the asset to its working condition and location for its intended use.

Depreciation is provided on the straight-line method, based on the estimated economic useful life of the individual asset, as follows:

Leasehold improvements	3 years, or over the term of the leases if shorter
Plant and machinery	3 years
Furniture, fixtures and office equipment	3 years to 5 years

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.3 Property, plant and equipment (Continued)

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

### 4.4 Intangible assets

Intangible assets acquired separately and with finite useful lives are carried at costs less accumulated amortisation and accumulated impairment losses, if any. Amortisation for intangible assets with finite useful lives is provided on a straight-line basis over their estimated useful lives. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

#### Research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for an internally-generated intangible asset is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria. Where no internally-generated intangible asset can be recognised, development expenditure is charged to consolidated statement of comprehensive income in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are measured at cost less accumulated amortisation and accumulated impairment losses (if any), on the same basis as intangible assets that are acquired separately.

Gains or losses arising from derecognition of an intangible asset are measured at the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated statement of comprehensive income when the asset is derecognised.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.5 Financial instruments — initial recognition and subsequent measurement

#### Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with HKFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or financial liabilities at FVTPL) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

#### Financial assets

##### *Classification and subsequent measurement of financial assets*

HKFRS 9 categorises financial assets into three principal classification categories: measured at amortised cost, at fair value through other comprehensive income (“FVTOCI”) and at FVTPL. The classification of financial assets under HKFRS 9 is based on the business model under which the financial asset is managed and its contractual cash flow characteristics.

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at FVTOCI:

- the financial asset is held within a business model whose objective is achieved by both selling and collecting contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.5 Financial instruments — initial recognition and subsequent measurement (Continued)

#### Financial assets (Continued)

##### *Classification and subsequent measurement of financial assets (Continued)*

All other financial assets are subsequently measured at FVTPL, except that at the date of initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which HKFRS 3 (Revised) Business Combinations applies.

A financial asset is classified as held for trading if:

- it has been acquired principally for the purpose of selling in the near term;
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective hedging instrument.

In addition, the Group may irrevocably designate a financial asset that is required to be measured at amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

#### (i) Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

#### (ii) Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss. The net gain or loss recognised in profit or loss excludes any dividend or interest earned on the financial asset and is included in the “other income, gains and losses, net” line item.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.5 Financial instruments — initial recognition and subsequent measurement (Continued)

#### Financial assets (Continued)

##### *Impairment of financial assets*

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets measured at amortised cost (including time deposits and bank balances, trade and other receivables and deposits and amounts due from a controlling shareholder and related companies). The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL (“12m ECL”) represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessment are done based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

Allowances for ECLs on trade receivables are based on the management’s estimate of the lifetime ECLs to be incurred, which are estimated by taking into account the credit losses experience, ageing of the trade receivables, customers’ settlement records, customers’ financial status and ongoing business relationships with customers. Management also considered forward-looking information that may impact the customers’ abilities to repay the outstanding balances in order to estimate the allowances for ECLs on trade receivables.

For all other financial instruments, the Group recognises loss allowances equal to 12m 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.

#### (i) Significant increase in credit risk

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.5 Financial instruments — initial recognition and subsequent measurement (Continued)

#### Financial assets (Continued)

##### *Impairment of financial assets (Continued)*

##### (i) Significant increase in credit risk (Continued)

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations;
- past due information.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the reporting date. A debt instrument is determined to have low credit risk if (i) it has a low risk of default, (ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a debt instrument to have low credit risk when it has an internal or external credit rating of 'investment grade' as per globally understood definitions.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.5 Financial instruments — initial recognition and subsequent measurement (Continued)

#### Financial assets (Continued)

##### *Impairment of financial assets (Continued)*

#### (ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to repay, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

#### (iii) Credit-impaired financial assets

At the end of each reporting period, 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;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- it becoming probable that the debtor 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; and
- the disappearance of an active market for a security because of financial difficulties of the issuer.

#### (iv) Write-off policy

The gross carrying amount of a financial 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. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.5 Financial instruments — initial recognition and subsequent measurement (Continued)

#### Financial assets (Continued)

##### *Impairment of financial assets (Continued)*

##### (v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Where ECL is measured on a collective basis or cater for cases where evidence at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

- Nature of financial instruments (i.e. the Group's trade receivables, are each assessed as a separate group. Other receivables, deposits and amounts due from controlling shareholder and related companies are assessed for ECL on an individual basis);
- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

The Group recognises the ECL in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade receivables where the corresponding adjustment is recognised through a loss allowance account.

##### *Derecognition of financial assets*

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired. On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.5 Financial instruments — initial recognition and subsequent measurement (Continued)

#### Financial liabilities and equity

##### *Classification as debt or equity*

Debt and equity instruments are classified as either financial liabilities or equity instrument in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

##### *Equity instruments*

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

##### *Financial liabilities*

The Group's financial liabilities, include trade and other payables and accruals, lease liabilities, amounts due to a related company and a non-controlling shareholder of a subsidiary, are subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the obligation specified in the contract is discharged or cancelled, or expires. On derecognition of a financial liability measured at amortised cost, the difference between the liability's carrying amount and the sum of the consideration paid and payable is recognised in profit or loss.

### 4.6 Impairment of non-financial assets (other than goodwill)

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment, right-of-use assets, intangible assets with finite useful lives to determine whether there is any indication that these assets have suffered an impairment loss. Where an indication of impairment exists (other than inventories), the recoverable amount of the asset is estimated. An asset's recoverable amount is the higher of the value in use of the asset or cash-generating unit to which it belongs and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

An impairment loss is recognised in profit or loss whenever the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. The impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount. A reversal of the impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. The reversal of the impairment loss is credited to profit or loss in the year in which it arises.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.7 Leases

#### Definition of a lease

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

For contracts entered into or modified or arising from business combinations, the Group assesses whether a contract is or contains a lease based on the definition under HKFRS 16 at inception, modification date or acquisition date, as appropriate. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

#### The Group as a lessee

The Group also applies practical expedient not to separate non-lease components from lease component, and instead account for the lease component and any associated non-lease components as a single lease component.

#### Short-term leases

The Group applies the short-term lease recognition exemption to leases of an office and a warehouse that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. Lease payments on short-term leases are recognised as expense on a straight-line basis or another systematic basis over the lease term.

#### Right-of-use assets

The cost of right-of-use asset includes:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities, other than adjustments to lease liabilities resulting from Covid-19-related rent concessions in which the Group applied the practical expedient.

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets as a separate line item on the consolidated statement of financial position.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.7 Leases (Continued)

#### Refundable rental deposits

Refundable rental deposits paid are accounted under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

#### Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

The lease payments include:

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

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in market rental rates following a market rent review in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.7 Leases (Continued)

#### Covid-19-related rent concessions

In relation to rent concessions that occurred as a direct consequence of the Covid-19 pandemic, the Group has elected to apply the practical expedient not to assess whether the change is a lease modification if all of the following conditions are met:

- the change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- any reduction in lease payments affects only payments originally due on or before 30 June 2021; and
- there is no substantive change to other terms and conditions of the lease.

A lessee applying the practical expedient accounts for changes in lease payments resulting from rent concessions the same way it would account for the changes applying HKFRS 16 if the changes are not a lease modification. Forgiveness or waiver of lease payments are accounted for as variable lease payments. The related lease liabilities are adjusted to reflect the amounts forgiven or waived with a corresponding adjustment recognised in the profit or loss in the period in which the event occurs.

### 4.8 Cash and cash equivalents

Cash and cash equivalents comprise cash and bank balances which are readily convertible into known amounts of cash, are subject to an insignificant risk of changes in value, and have a short maturity of generally within three months when acquired.

### 4.9 Inventories

Inventories, which consist of accessories and lifestyle products, are stated at the lower of cost and net realisable value. Cost is determined using first-in, first-out basis and includes all costs of purchase and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

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.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.10 Revenue recognition

Under HKFRS 15, the Group recognises revenue when (or as) a performance obligation is satisfied, i. e. when “control” of the goods or services underlying the particular performance obligation is transferred to the customer.

A performance obligation represents a good or service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the Group’s performance as the Group performs;
- the Group’s performance creates or enhances an asset (for example, work in progress) that the customer controls as the asset is created or enhanced; or
- the Group’s performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

A contract asset represents the Group’s right to consideration in exchange for goods or services that the Group has transferred to a customer that is not yet unconditional. It is assessed for impairment in accordance with HKFRS 9. In contrast, a receivable represents the Group’s unconditional right to consideration, i. e. only the passage of time is required before payment of that consideration is due.

A contract liability represents the Group’s obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

A contract asset and a contract liability relating to the same contract are accounted for and presented on a net basis.

The control of the good or service is passed to customers when it is delivered to them. Thus, the Group satisfies a performance obligation and recognises revenue when the distinct good or service is delivered to the customers.

The timing of revenue recognition of the performance obligation is recognised at point in time as they do not meet any of the three situations identified under HKFRS 15 for revenue recognition over time.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.10 Revenue recognition (Continued)

Further details of the Group's revenue and other income recognition policies are as follows:

#### Revenue from contract with customers

(i) *Revenue from provision of marketing production services*

Revenue is recognised when the control of the end products is transferred to the customers. The Group's performance does not create an asset with an alternative use to the Group and the Group does not have an enforceable right to payment for performance completed to date.

(ii) *Income from sales of paper products and calligraphy stationery*

Revenue is recognised when the control of the paper products and calligraphy stationery goods are considered to have been transferred to the customer.

(iii) *Income from provision of art and calligraphy workshop and administrative service income*

Revenue is recognised when the services are performed.

(iv) *Income from the sale of accessories through e-commerce and retail*

Revenue is at a point in time when control of the product is transferred to the customers.

(v) *Income from operation of a café*

Income from operation of a café is recognised to profit or loss at the point when food and beverages and accessories and life style products are sold to customers.

(vi) *Income from content media business*

Income from content media business is recognised to profit or loss at the point when the content media are delivered to customers.

#### Revenue from other source

##### *Interest income*

Interest income is accrued on a time basis on the principal outstanding at the applicable interest rate.

### 4.11 Income taxes

Income tax represents the sum of current and deferred tax.

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

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

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.11 Income taxes (Continued)

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

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

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

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

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

Deferred tax is calculated, without discounting, at the tax rates that are expected to apply in the period when the asset is realised or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.12 Foreign currency translation

Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions are initially recorded using the functional currency rates ruling at the date of the transactions. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in the consolidated statement of comprehensive income with the exception of monetary items that are designated as part of the hedge of the Group's net investment of a foreign operation. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item. The functional currencies of certain overseas subsidiaries are currencies other than HK\$.

As at the end of the reporting period, the assets and liabilities of these entities are translated into the presentation currency of the Company at the exchange rates ruling at the end of the reporting period, and their income and expense items are translated into HK\$ at the weighted average exchange rates for the year.

The resulting exchange differences are recorded in other comprehensive income and the cumulative balance is included in translation reserve in the consolidated statement of changes in equity.

For the purpose of the consolidated statement of cash flows, the cash flows of overseas subsidiaries are translated into HK\$ at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of overseas subsidiaries which arise throughout the year are translated into HK\$ at the weighted average exchange rates for the year.

### 4.13 Employee benefits

#### (i) Short-term employee benefits

Salaries, annual bonuses, paid annual leave and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees.

#### (ii) Defined contribution retirement plan obligations

The Group operates a defined contribution Mandatory Provident Fund retirement benefit scheme (the "MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance for all of its employees in Hong Kong. Contributions are made based on a percentage of the employees' basic salaries and are charged to the statement of comprehensive income as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.13 Employee benefits (Continued)

#### (ii) Defined contribution retirement plan obligations (Continued)

The employees of the subsidiary within the Group which operates in the PRC (excluding Hong Kong, Taiwan and Macau) are required to participate in the central pension scheme operated by the local municipal government. The PRC subsidiary is required to contribute a percentage of their payroll costs to the central pension scheme as specified by the local municipal government. The contributions are charged to the consolidated statement of comprehensive income as they become payable in accordance with the rules of the central pension scheme.

There were no forfeited contributions utilised by the Group to reduce existing level of contributions for each of the years.

#### (iii) Employee long service payment

The provision for long service payment is provided based on the employees' basic salaries and their respective length of service in accordance with the applicable rules and regulations in their respective countries of employment.

#### (iv) Share-based payments

##### *Shares granted to employees*

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value of the equity-settled share-based payments determined at the grant date without taking into consideration all non-market vesting conditions. For shares that vest immediately at the date of grant, the fair value of the shares granted is expensed immediately to profit or loss.

##### *Shares granted to suppliers*

Equity-settled share-based payment transactions with parties other than employees are measured at the fair value of the goods or services received, except where that fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the entity obtains the goods or the counterparty renders the service. The fair values of the goods or services received are recognised as expenses (unless the goods or services qualify for recognition as assets).

### 4.14 Provisions and contingent liabilities

Provisions are recognised for liabilities of uncertain timing or amount when the Group has a legal or constructive obligation arising as a result of a past event, which will probably result in an outflow of economic benefits that can be reasonably estimated.

When 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, the existence of which 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.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.15 Borrowing costs

All borrowing costs are charged to profit or loss in the period in which they are incurred.

### 4.16 Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions. Government grants are deferred and recognised in profit or loss over the period necessary to match them with the costs that the grants are intended to compensate.

Government grants relating to income is presented in gross under "other income, gains and losses, net" in the consolidated statement of comprehensive income.

### 4.17 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 key management personnel of the Group or the parent of the Company;
- (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;
  - (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;
  - (vi) the entity is controlled or jointly controlled by a person identified in (a);
  - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
  - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Company.

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.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### 4.18 Fair value measurement

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

For financial instruments which are transacted at fair value and a valuation technique that unobservable inputs is to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that at initial recognition the results of the valuation technique equals the transaction price.

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

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2, or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

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

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

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

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

### 4.19 Segment reporting

The Group identifies operating segments and prepares segment information based on the regular internal financial information reported to the executive director of the Company, being the chief operating decision maker, for her decisions about resources allocation to the Group's business components and for their review of the performance of those components. The business components in the internal financial information reported to the executive director of the Company are determined following the Group's major operations.

The measurement policies of the Group use for reporting segment results under HKFRS 8 *Operating Segments* are the same as those used in its financial statements prepared under HKFRSs.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 5. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the consolidated financial statements requires the directors of the Company 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.

The following items are the key judgements that the directors of the Company have made in the process of applying the Group's accounting policy, and that have the most significant effect on the amounts recognised in the consolidated financial statements; and the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

### (i) Revenue recognition for marketing production services

The principal activities of the Group are mainly provision of marketing production services for the production of branding materials and contents, gearing towards connecting the consumer markets to the brands. The services encompass a wide spectrum of coverage, including concept development, art and design, design engineering, sourcing, production, quality control, overall project management and consultancy services.

The end products created by the marketing production services provided are unique, specified to each customer and involved high personal preference. The directors of the Company consider that revenue from marketing production services is recognised when the control of the end products is transferred to the customers and such revenue is recognised at a point of time. The Group's performance does not create an asset with an alternative use to the Group and the Group does not have an enforceable right to payment for performance completed to date.

### (ii) Allowance for ECLs on trade receivables

The Group estimates the allowances for trade receivables by assessing the ECLs. This requires the use of estimates and judgements. Allowances for ECLs on trade receivables are based on the management's estimate of the lifetime ECLs to be incurred, which are estimated by taking into account the credit losses experience, ageing of the trade receivables, customers' settlement records, customers' financial status and ongoing business relationships with customers. Management also considered forward-looking information that may impact the customers' abilities to repay the outstanding balances in order to estimate the allowances for ECLs on trade receivables. Where the estimation is different from the previous estimate, such difference will affect the carrying amounts of trade receivables and thus the impairment loss in the period in which such estimate is changed. The Group keeps assessing the ECL of trade receivables during their expected lives.

As at 31 December 2021, the net carrying amount of trade receivables was approximately HK\$15,542,000 (2020: HK\$13,841,000) (Note 20).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 5. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

### (iii) Estimated impairment of non-financial assets (other than goodwill)

Property, plant and equipment, right-of-use assets and intangible asset are stated at costs less accumulated depreciation, amortisation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgement and make estimation, particularly in assessing:

- (1) whether an event has occurred or any indicators that may affect the asset value;
- (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; and
- (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate.

When it is not possible to estimate the recoverable amount of an individual asset (including right-of-use assets), the Group estimates the recoverable amount of the cash-generating unit to which the assets belong. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the net present value used in the impairment test.

As at 31 December 2021, the net carrying amounts of property, plant and equipment, right-of-use assets and intangible assets were approximately HK\$1,578,000 (Note 14), HK\$5,652,000 (Note 15) and Nil (Note 16) respectively (2020: HK\$3,003,000, HK\$5,926,000 and HK\$606,000 respectively). During the year ended 31 December 2021, impairment loss on property, plant and equipment, right-of-use assets and intangible assets of approximately HK\$2,087,000, HK\$956,000 and HK\$465,000, respectively were recognised in the consolidated statement of comprehensive income (2020: Nil, Nil and Nil).

### (iv) Fair value measurement of financial instruments

As at 31 December 2021, the Group's financial asset at FVTPL amounting to approximately HK\$955,000 (2020: HK\$841,000) is measured at fair value with fair value being determined based on significant unobservable inputs using valuation techniques. Judgement and estimation are required in establishing the relevant valuation techniques and the relevant inputs thereof. Changes in assumptions relating to these factors could result in material adjustments to the fair value of these instruments. See Note 33(e) for further disclosures.

### (v) Depreciation and amortisation

Property, plant and equipment and intangible assets are depreciated or amortised on a straight-line basis over the estimated useful lives of the assets, after taking into account their estimated residual values. The Group reviews the estimated useful lives of the assets regularly. The estimated useful lives are based on the Group's historical experience with similar assets and taking into account anticipated technological changes. The depreciation and amortisation expenses for future periods are adjusted if there are significant changes from previous estimates.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 5. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

### (v) Depreciation and amortisation (Continued)

As at 31 December 2021, the net carrying amounts of property, plant and equipment and intangible assets were approximately HK\$1,578,000 (Note 14) and Nil (Note 16) respectively (2020: HK\$3,003,000 and HK\$606,000 respectively).

### (vi) Provision for income taxes

The Group is subject to income taxes in jurisdictions in which the group entities operate. Significant judgement is required in determining the tax liabilities to be recognised. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises provisions for tax based on estimates of the taxes that are likely to become due. The Group believes that its provision for tax is adequate for the reporting periods based on its assessment of many factors including past experience and interpretations of tax law. Where the final tax outcome is different from the amounts that were initially recorded, such differences will impact the current income tax and deferred tax provisions in the period in which such determination is made.

### (vii) Lease — Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in a lease, and therefore, it uses an incremental borrowing rate to measure lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The incremental borrowing rate therefore reflects what the Group “would have to pay”, which requires estimation when no observable rates are available or when it needs to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary’s stand-alone credit rating).

As at 31 December 2021, the carrying amounts of right-of-use assets and lease liabilities were approximately HK\$5,652,000 (Note 15) and HK\$6,964,000 (Note 24) respectively (2020: HK\$5,926,000 and HK\$6,403,000 respectively).

## 6. REVENUE AND SEGMENT INFORMATION

An operating segment is a component of the Group that is engaged in business activities from which the Group may earn revenue and incur expenses, and is defined on the basis of the internal management reporting information that is provided to and regularly reviewed by the executive director of the Company, who is the chief operating decision maker, in order to allocate resources and assess performance of the segment. During the year, the executive director of the Company regularly reviewed the consolidated financial position, revenue from provision of marketing production services, e-commerce and retail business, operation of a café and content media business and results of the Group as a whole for the purposes of allocating resources and assessing performance of the Group as a whole.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 6. REVENUE AND SEGMENT INFORMATION (Continued)

Therefore, the executive director of the Company considers the Group as one single operating segment during the year that comprises of five service categories, which are (a) physical marketing production; (b) digital marketing production; (c) e-commerce and retail; (d) operation of a café; and (e) content media business. The following table sets forth the breakdown of the Group's revenue by service category during the year.

	2021 HK\$'000	2020 HK\$'000
<b>Revenue recognised at a point in time:</b>		
Physical marketing production	44,784	50,162
Digital marketing production	3,588	5,858
E-commerce and retail	506	194
Income from operation of a café	1,268	68
Income from content media business	1,239	—
	<b>51,385</b>	56,282

All of the Group's unsatisfied performance obligations for contracts with customers are for periods of one year or less. As permitted under HKFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

### Geographical information

The principal place of the Group's operation is mainly in Hong Kong. For the purpose of segment information disclosures under HKFRS 8, the Group regarded Hong Kong as its country of domicile.

As at 31 December 2021 and 2020, non-current assets are mainly located in Hong Kong.

Revenue by geographical location of customers, which is based on the principal place of the customers' operation, is set out below:

	2021 HK\$'000	2020 HK\$'000
Hong Kong	48,147	53,274
The PRC	2,382	1,941
Others	856	1,067
	<b>51,385</b>	56,282

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 6. REVENUE AND SEGMENT INFORMATION (Continued)

### Information about major customers

The Group had transactions with the following customers, which contributed more than 10% of the Group's revenue for the year:

	2021 HK\$'000	2020 HK\$'000
Customer A	14,085	19,058
Customer B	7,665	17,908
Customer C	8,150	N/A (Note)

Note: Revenue from customer C for the year ended 31 December 2020 contributed less than 10% of the total revenue of the Group for the respective year.

## 7. OTHER INCOME, GAINS AND LOSSES, NET

An analysis of the Group's other income, gains and losses, net for the years is as follows:

	2021 HK\$'000	2020 HK\$'000
Fair value change in financial asset at FVTPL (Note 18)	(62)	98
Net exchange gain	554	308
Interest income	639	1,008
Impairment loss on goodwill (Note 17)	—	(538)
Rent concession in relation to COVID-19 (Note (i))	—	305
Government subsidies (Note (ii))	100	1,664
Loss on write-off of property, plant and equipment	(8)	—
Loss on disposal of property, plant and equipment	(33)	—
Consignment income	656	34
Sundry income	671	30
	<b>2,517</b>	<b>2,909</b>

Notes:

- (i) The Group was granted a rent concession in relation to COVID-19 for an office premise during the year ended 31 December 2020. The Group applied the practical expedient in paragraph 46A of HKFRS 16 for its rent concession in relation to COVID-19, such that the Group elects not to assess whether the rent concession that meets the conditions in paragraph 46B of HKFRS 16 is a lease modification.
- (ii) The government subsidies recognised for the year ended 31 December 2021 were the approved subsidies from the COVID-19 Anti-epidemic Fund under the Catering Business Subsidy Scheme (2020: Employment Support Scheme) as promulgated by the Government of the Hong Kong Special Administrative Region of the People's Republic of China. There are no unfulfilled conditions or other contingencies attached to these subsidies.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 8. FINANCE COSTS

	2021 HK\$'000	2020 HK\$'000
Interest on lease liabilities	411	376

## 9. LOSS BEFORE INCOME TAX

Loss before income tax is arrived at after charging/(crediting):

	2021 HK\$'000	2020 HK\$'000
Amortisation of intangible assets (Note 16)	142	123
Auditor's remuneration		
— Audit services	425	360
Cost of inventories sold <sup>#</sup>	699	175
Depreciation of property, plant and equipment (Note 14)	1,551	916
Depreciation of right-of-use assets (Note 15)	4,308	5,734
Allowance for/(reversal of) ECLs on trade receivables (Note 33(b))	59	(610)
Short-term lease expenses — properties (Note 15)	1,534	1,432
Variable lease payments not included in the measurement of lease liabilities (Note 15)	66	57
Employee benefits expenses (including directors' remuneration (Note 10(a)))		
— Salaries, allowances and benefits in kind	14,516	11,393
— Discretionary bonus	751	191
— Retirement benefit scheme contributions	992	421
	<b>16,259</b>	12,005

<sup>#</sup> Included in materials and consumables in the consolidated statement of comprehensive income.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 10. EMOLUMENTS OF DIRECTORS, CHIEF EXECUTIVE, FIVE HIGHEST PAID INDIVIDUALS AND SENIOR MANAGEMENT

### (a) Directors and chief executive emoluments

Pursuant to the GEM Listing Rules, Section 383(1)(a), (b), (c) and (f) of the Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, details of emoluments paid by the entities comprising the Group to the directors of the Company are as follows:

	<b>Directors' fees</b> HK\$'000 (Note (i))	<b>Salaries, allowances and benefits in kind</b> HK\$'000 (Note (ii))	<b>Retirement benefit scheme contributions</b> HK\$'000	<b>Total</b> HK\$'000
<b>Year ended 31 December 2021</b>				
Executive director				
Ms. Bonnie Chan Woo	—	1,325	12	1,337
Non-executive director				
Mr. Chow Sai Yiu Evan	—	—	—	—
Independent non-executive director				
Mr. Hung Alan Hing Lun	120	—	—	120
Mr. Ip Arnold Tin Chee	120	—	—	120
Mr. Man Ka Ho Donald	120	—	—	120
	<b>360</b>	<b>1,325</b>	<b>12</b>	<b>1,697</b>
<b>Year ended 31 December 2020</b>				
Executive director				
Ms. Bonnie Chan Woo	—	280	13	293
Non-executive director				
Mr. Chow Sai Yiu Evan	—	—	—	—
Independent non-executive director				
Mr. Hung Alan Hing Lun	120	—	—	120
Mr. Ip Arnold Tin Chee	120	—	—	120
Mr. Man Ka Ho Donald	120	—	—	120
	<b>360</b>	<b>280</b>	<b>13</b>	<b>653</b>

Notes:

- (i) The independent non-executive directors' emoluments shown above were for their services as directors of the Company.
- (ii) Salaries, allowances and benefits in kind are generally emoluments paid in respect of the executive directors' services in connection with the management of the affairs of the Company and the Group.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 10. EMOLUMENTS OF DIRECTORS, CHIEF EXECUTIVE, FIVE HIGHEST PAID INDIVIDUALS AND SENIOR MANAGEMENT (Continued)

#### (a) Directors and chief executive emoluments (Continued)

There was no arrangement under which a director waived or agreed to waive any remuneration during the year (2020: Nil).

During the year, no emoluments were paid by the Group to the directors as an inducement to join or upon joining the Group, or as compensation for loss of office (2020: Nil).

#### (b) Five highest paid individuals' emoluments

The emoluments of the five highest paid individuals for the year, one of them is a director of the Company (2020: none), are analysed below:

	2021 HK\$'000	2020 HK\$'000
Salaries, allowances and benefits in kind	3,978	2,677
Discretionary bonus	650	66
Retirement benefit scheme contributions	84	90
	<b>4,712</b>	<b>2,833</b>

The emoluments of the non-director highest paid individuals are within the following bands:

	2021	2020
Nil to HK\$1,000,000	4	5

During the year, no emoluments were paid by the Group to any of the five highest paid individuals as an inducement to join or upon joining the Group, or as compensation for loss of office (2020: Nil).

#### (c) Senior management emoluments

The number of senior management (excluding the directors of the Company) whose remuneration fell within the following band is as follows:

	2021	2020
Nil to HK\$1,000,000	7	7

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 11. INCOME TAX EXPENSE

	2021 HK\$'000	2020 HK\$'000
Income tax expense comprise:		
Hong Kong Profits Tax		
— current tax for the year	143	552
— (over)/under-provision in prior years	(255)	29
	(112)	581
The PRC Enterprise Income Tax (the "EIT")		
— current tax for the year	280	301
Income tax expense	168	882

The Group is subject to income tax on an entity basis on profits arising in or derived from the jurisdictions in which members of the Group are domiciled and operated.

Pursuant to the rules and regulations of the Cayman Islands and the BVI, the Group is not subject to any income tax under these jurisdictions during the year (2020: Nil).

Under the two-tiered profits tax rates regime of the Hong Kong Profits Tax, the first HK\$2,000,000 of profits of the qualifying group entity will be taxed at 8.25% (2020: 8.25%) during the year, and profits above HK\$2,000,000 will be taxed at 16.5% (2020: 16.5%). The profits of group entities not qualifying for the two-tiered profit tax rates regime will continue to be taxed at a flat rate of 16.5% (2020: 16.5%) during the year.

Accordingly, the Hong Kong Profits Tax of the qualifying group entity is calculated at 8.25% (2020: 8.25%) of the first HK\$2,000,000 of the estimated assessable profits and at 16.5% (2020: 16.5%) on the estimated profits above HK\$2,000,000, taking into account the tax concession granted by the Hong Kong Special Administrative Region Government during the year.

Under the EIT Law and the Implementation Regulation of the EIT Law, the subsidiary in the PRC is subject to the tax rate of 25% (2020: 25%) on the estimated assessable profits during the year.

As at 31 December 2021, no deferred tax (2020: Nil) has been recognised in these consolidated financial statements as the effect of temporary differences was considered insignificant.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 11. INCOME TAX EXPENSE (Continued)

Pursuant to the EIT Law, 5% withholding tax is levied on the foreign investor in respect of dividend distributions arising from a foreign investment enterprise's profits earned after 1 January 2008. As at 31 December 2021, temporary withholding tax differences relating to the undistributed profits of the PRC subsidiary amounted to approximately HK\$3,274,000 (2020: HK\$2,519,000). Deferred tax liabilities amounted to approximately HK\$164,000 (2020: HK\$126,000) have not been recognised in respect of the tax that would be payable on the distribution of these retained profits as the Company is in a position to controls the dividend policy of the PRC subsidiary and it has been determined that it is probable that undistributed profits of the PRC subsidiary will not be distributed in the foreseeable future.

The income tax expense for the year can be reconciled to the loss before income tax per the consolidated statement of comprehensive income as follows:

	2021 HK\$'000	2020 HK\$'000
Loss before income tax	(16,921)	(2,075)
Tax calculated at the rates applicable to loss before income tax in the tax jurisdiction concerned	(3,065)	(261)
Tax effect of non-taxable income	(17)	(101)
Tax effect of non-deductible expenses	85	1,026
Tax effect on unrecognized temporary difference	(80)	—
Tax effect on two-tier tax regime reduction	(165)	(165)
(Over)/under-provision in prior years	(255)	29
Tax loss not recognised	3,675	330
Tax concession	(10)	—
Others	—	24
Income tax expense	168	882

As at 31 December 2021, all tax losses and deductible temporary differences of the Group have no expiry dates under the current tax legislation. The Group has taxable losses arising in Hong Kong of approximately HK\$17,157,000 (2020: HK\$6,295,000). The unused tax losses are subject to the approval by the Hong Kong tax authorities. Also, at the end of the reporting period, the Group had unused tax losses of approximately RMB4,929,000 (equivalent to approximately HK\$5,944,000) (2020: Nil) available to offset against future profits sourced in the PRC. Such unused tax losses are subject to the approval of the PRC tax authorities and can be carried forward for five years from the year when the corresponding loss was incurred. Deferred tax assets have not been recognised in respect of these losses due to the unpredictability of future profits streams.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 12. DIVIDENDS

(a) Dividends payable to the owners of the Company attributable to the year

The board of directors does not recommend the payment of any dividend for the year (2020: Nil).

(b) Dividends payable to the owners of the Company attributable to previous financial year, approved and paid during the year

During the years ended 31 December 2021 and 2020, none of the final dividend in respect of the years ended 31 December 2020 and 2019 was approved and paid.

## 13. LOSS PER SHARE

The calculations of basic loss per share are based on the loss of approximately HK\$13,491,000 (2020: HK\$620,000) for the year attributable to owners of the Company and the weighted average of 480,000,000 (2020: 480,000,000) shares in issue during the year.

Diluted loss per share were same as the basic loss per share as there were no dilutive potential ordinary shares in existence during the years.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 14. PROPERTY, PLANT AND EQUIPMENT

	Leasehold improvements HK\$'000	Plant and machinery HK\$'000	Furniture, fixtures and office equipment HK\$'000	Total HK\$'000
<b>Cost</b>				
At 1 January 2020	1,912	633	1,665	4,210
Additions	2,101	43	920	3,064
Write-off	—	—	(45)	(45)
At 31 December 2020 and 1 January 2021	4,013	676	2,540	7,229
Additions	1,519	—	813	2,332
Write-off	(1,912)	—	(531)	(2,443)
Disposal	—	—	(158)	(158)
<b>At 31 December 2021</b>	<b>3,620</b>	<b>676</b>	<b>2,664</b>	<b>6,960</b>
<b>Accumulated depreciation and impairment</b>				
At 1 January 2020	1,498	542	1,300	3,340
Charge for the year	494	101	321	916
Elimination on write-off	—	—	(30)	(30)
At 31 December 2020 and 1 January 2021	1,992	643	1,591	4,226
Charge for the year	1,177	18	356	1,551
Elimination on write-off	(1,912)	—	(523)	(2,435)
Elimination on disposal	—	—	(47)	(47)
Impairment loss	1,262	—	825	2,087
<b>At 31 December 2021</b>	<b>2,519</b>	<b>661</b>	<b>2,202</b>	<b>5,382</b>
<b>Net carrying amount At 31 December 2021</b>	<b>1,101</b>	<b>15</b>	<b>462</b>	<b>1,578</b>
At 31 December 2020	2,021	33	949	3,003

As at 31 December 2021, certain items of property, plant and equipment were fully depreciated but are still in use, the gross carrying amounts before deducting accumulated depreciation of those assets amounted to approximately HK\$1,656,000 (2020: HK\$3,709,000).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 14. PROPERTY, PLANT AND EQUIPMENT (Continued)

### Impairment assessment of property, plant and equipment, right-of-use assets, intangible assets and write-down of inventories

During the year ended 31 December 2021, WomanBoss Inc. and its subsidiaries (“WomanBoss Group”) ceased its operation of E-commerce, retail business and operation of the café because the performance failed to meet the expectation of the management.

The WomanBoss Group generates cash inflows that are largely independent of the cash inflows from groups of assets. The Directors of the Group considered the situation of the WomanBoss Group, which is cash-generating unit (“CGU”), and concluded there was indication for impairment or write-down and conducted assessment on recoverable amounts or net realizable value of the property, plant and equipment, right-of-use assets, intangible assets and inventories with carrying amounts of HK\$2,087,000, HK\$956,000, HK\$465,000 and HK\$601,000 respectively.

The recoverable amounts of CGU of WomanBoss Group have been determined based on a value in use calculation. The recoverable amount or net realizable value of property, plant and equipment, right-of-use assets, intangible assets and inventories of WomanBoss Group are HK\$0, HK\$0, HK\$0 and HK\$8,000 respectively. And the impairment loss or write-down of property, plant and equipment, right-of-use assets, intangible assets and inventories of WomanBoss Group is HK\$2,087,000, HK\$956,000, HK\$465,000 and HK\$593,000 respectively, which were recognised in the consolidated statement of comprehensive income during the year.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 15. RIGHT-OF-USE ASSETS

	Office premise HK\$'000	Physical store HK\$'000	Warehouse HK\$'000	Printers HK\$'000	Total HK\$'000
<b>Cost</b>					
At 1 January 2020	9,922	—	2,796	7,274	19,992
Additions	—	1,720	1,351	826	3,897
Write-off	—	—	—	(312)	(312)
At 31 December 2020 and 1 January 2021	9,922	1,720	4,147	7,788	23,577
Additions	4,990	—	—	—	4,990
Write-off	(9,922)	—	(4,147)	—	(14,069)
<b>At 31 December 2021</b>	<b>4,990</b>	<b>1,720</b>	<b>—</b>	<b>7,788</b>	<b>14,498</b>
<b>Accumulated depreciation and impairment</b>					
At 1 January 2020	6,496	—	2,447	3,286	12,229
Charge for the year	2,834	191	1,363	1,346	5,734
Write-off	—	—	—	(312)	(312)
At 31 December 2020 and 1 January 2021	9,330	191	3,810	4,320	17,651
Charge for the year	2,116	573	337	1,282	4,308
Write-off	(9,922)	—	(4,147)	—	(14,069)
Impairment loss (Note 14)	—	956	—	—	956
<b>At 31 December 2021</b>	<b>1,524</b>	<b>1,720</b>	<b>—</b>	<b>5,602</b>	<b>8,846</b>
<b>Net carrying amount At 31 December 2021</b>	<b>3,466</b>	<b>—</b>	<b>—</b>	<b>2,186</b>	<b>5,652</b>
At 31 December 2020	592	1,529	337	3,468	5,926

During the year, the lease agreement in relation to one of the office premises and warehouse (2020: one of the printers) expired. Accordingly, the relevant fully-depreciated right-of-use assets were written off and no gain or loss was recognised upon the written off (2020: Nil). The lease agreement in relation to physical store impaired (2020: Nil).

	2021 HK\$'000	2020 HK\$'000
Expense relating to short-term lease	1,534	1,432
Variable lease payments not included in the measurement of lease liabilities	66	57
Rental expenses per the consolidated statement of comprehensive income	1,600	1,489

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 15. RIGHT-OF-USE ASSETS (Continued)

The Group leases various office premises, warehouse, retail store and printers for its operations. During the year ended 31 December 2020, the Group entered a lease for a physical store at Sham Shui Po Hong Kong. As at 31 December 2021, lease contracts entered have a fixed term from 12 months to 6 years (2020: 12 months to 6 years), with extension options of three years (2020: three years). Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

During the years ended 31 December 2021 and 2020, the Group entered into short-term leases for office premises and staff quarter. As at 31 December 2021, the outstanding lease commitments relating to these premises amounted to HK\$137,000 (2020: HK\$26,000).

The Group has lease contracts for printers that contains variable payments based on the number of printing pages used. The following provides information on the Group's variable lease payments, included the magnitude in relation to fixed payments:

	Fixed payments HK\$'000	Variable payments HK\$'000	Total HK\$'000
Variable rent with minimum payment <b>For the year ended 31 December 2021</b>	<b>1,469</b>	<b>66</b>	<b>1,535</b>
For the year ended 31 December 2020	1,533	57	1,590

The Group has several lease contracts that include extension options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs. Management exercises significant judgement in determining whether these extension options are reasonably certain to be exercised.

The potential exposure to these future lease payments as at 31 December 2021 and 2020 are summarized below:

	Lease liabilities recognised as at 31 December 2021 HK\$'000	Potential future lease payments not included in lease liabilities (undiscounted) 31 December 2021 HK\$'000	Lease liabilities recognised as at 31 December 2020 HK\$'000	Potential future lease payments not included in lease liabilities (undiscounted) 31 December 2020 HK\$'000
Extension options expected not to be exercised	<b>1,057</b>	<b>2,088</b>	1,631	13,057

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 16. INTANGIBLE ASSETS

	<b>Computer software</b> HK\$'000	<b>Website</b> HK\$'000	<b>Total</b> HK\$'000
<b>Cost</b>			
At 1 January 2020	2,944	529	3,473
Additions	—	703	703
Exchange realignment	—	(3)	(3)
<b>At 31 December 2020 and 1 January 2021</b>	<b>2,944</b>	<b>1,229</b>	<b>4,173</b>
Exchange realignment	—	5	5
<b>At 31 December 2021</b>	<b>2,944</b>	<b>1,234</b>	<b>4,178</b>
<b>Accumulated amortisation and impairment</b>			
At 1 January 2020	2,916	529	3,445
Charge for the year	26	97	123
Exchange realignment	—	(1)	(1)
At 31 December 2020 and 1 January 2021	2,942	625	3,567
Charge for the year	2	140	142
Impairment loss (Note 14)	—	465	465
Exchange realignment	—	4	4
<b>At 31 December 2021</b>	<b>2,944</b>	<b>1,234</b>	<b>4,178</b>
<b>Net carrying amount</b>			
<b>At 31 December 2021</b>	<b>—</b>	<b>—</b>	<b>—</b>
At 31 December 2020	2	604	606

Intangible assets represent (i) computer software acquired; (ii) direct costs incurred in the development of new computer software by the Group; and (iii) direct costs incurred in the development of a new website by the Group.

Intangible assets are amortised on straight line basis over their estimated useful lives of 3 to 5 years.

No impairment on the intangible assets was recognised during the year ended 31 December 2020.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 17. GOODWILL

	2021 HK\$'000	2020 HK\$'000
<b>Cost</b>		
At 1 January and 31 December	538	538
<b>Accumulated impairment</b>		
At 1 January	538	—
Impairment for the year	—	538
At 31 December	538	538
<b>Net carrying amount</b>	—	—

### Impairment assessment of goodwill

Goodwill acquired from acquisition of Studio SV which is engaged in film and TV production business was allocated to the film and TV production CGU for impairment testing.

The recoverable amount of the film and TV production cash-generating unit had been determined based on a value in use calculation as at 31 December 2020, with reference to a professional valuation performed by an independent valuer, using cash flow projections based on financial budgets covering a five-year period approved by management. The growth rate used to extrapolate the cash flows of the above cash-generating unit beyond the five-year period was 2.0% and the pre-tax discount rate applied to the cash flow projections was 16.5%.

Key assumptions were used in the value in use calculation of the TV production CGU. The following describes each key assumption on which management had based its cash flow projections to undertake impairment testing of goodwill:

**Budgeted revenue** — The basis used to determine the value assigned to the revenue is the average revenue achieved in the year immediately before the budget year, increased for expected efficiency improvements and expected business and market developments.

**Discount rate** — The discount rate used is before tax and reflects specific risks relating to the relevant unit.

As at 31 December 2020, due to the COVID-19, the predetermined projects were temporary suspended. The recoverable amount of the film and TV production CGU determined using the above basis was Nil. An impairment loss of approximately HK\$538,000 was recognised in the consolidated statement of comprehensive income during the year then end.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 18. FINANCIAL ASSET AT FAIR VALUE THROUGH PROFIT OR LOSS

	2021 HK\$'000	2020 HK\$'000
Debt investment in an unlisted fund	955	841

The balance represented the Group's investment in an unlisted debt instrument, which is an early stage venture capital fund (the "Unlisted Fund") investing in consumer technology companies with at least one female founder.

On 29 September 2019, the Group subscribed for the Unlisted Fund with a total committed capital contribution of US\$250,000, representing 0.05% of the total fund size. During the years ended 31 December 2021 and 2020, the Group partly paid the committed capital contribution of US\$22,500 (equivalent to approximately HK\$176,000) and US\$42,500 (equivalent to approximately HK\$330,000), respectively. The remaining committed capital contribution outstanding as at 31 December 2021 is disclosed in Note 30 as other commitments.

The directors of the Company consider that the contractual cash flows of the Unlisted Fund are not solely payments of principal and interest on the principal amount outstanding. Accordingly, the investment in the Unlisted Fund is classified as financial asset at FVTPL in accordance with HKFRS 9.

As at 31 December 2021, the fair value of the Unlisted Fund is determined as HK\$955,000 based on the consideration of disposing on 23 March 2022. The Group considered the said consideration on 23 March 2022 approximates the fair value as at 31 December 2021 since only short period of time was lapsed.

Financial asset at FVTPL is denominated in US\$.

As at 31 December 2020, the fair value of the Unlisted Fund amounted to approximately HK\$841,000 which was determined by the directors of the Company based on the adjusted net asset value ("Adjusted NAV") method.

Loss from changes in fair value of the financial asset measured at FVTPL of approximately HK\$62,000 (2020: gain of HK\$98,000) was recognised in profit or loss during the year.

The fair value of the Unlisted Fund is level 3 fair value measurement. There is no transfer under the fair value hierarchy classification during both years (Note 33(e)).

### 19. INVENTORIES

	2021 HK\$'000	2020 HK\$'000
Accessories and lifestyle products	601	562
Write-down (Note 14)	(593)	—
Net carrying amount	8	562

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 20. TRADE AND OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	2021 HK\$'000	2020 HK\$'000
Trade receivables	15,854	14,094
Less: Allowances of ECLs (Note 33(b))	(312)	(253)
Trade receivables, net (Note (i))	15,542	13,841
Rental and other deposits (Note (ii))	895	2,122
Prepayments	1,273	1,186
Other receivables	282	1,070
<b>Total trade and other receivables, deposits and prepayments</b>	<b>17,992</b>	<b>18,219</b>
Less:		
Non-current rental deposit	(298)	(174)
Non-current prepayment for intangible asset (Note 30)	—	(209)
<b>Total non-current deposits and prepayments</b>	<b>(298)</b>	<b>(383)</b>
<b>Total current trade and other receivables, deposits and prepayments</b>	<b>17,694</b>	<b>17,836</b>

Notes:

(i) Trade receivables

Movements in allowance for ECLs on trade receivables were as follow:

	2021 HK\$'000	2020 HK\$'000
As at 1 January	253	863
Allowance for/(reversal of) ECLs made during the year (Note 33(b))	59	(610)
<b>As at 31 December</b>	<b>312</b>	<b>253</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 20. TRADE AND OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS (Continued)

Notes: (Continued)

(i) Trade receivables (Continued)

The credit period for trade receivables granted to its customers is generally ranging from 30 to 60 days (2020: 30 to 60 days) from the date of billing for the year. The ageing analysis of the trade receivables, net of allowance for ECLs, based on due date is as follows:-

	2021 HK\$'000	2020 HK\$'000
Current (not past due)	4,454	6,197
Less than 1 month past due	1,366	4,078
Over 1 month but less than 3 months past due	7,433	2,703
Over 3 months but less than 1 year past due	2,349	1,034
Over 1 year past due	252	82
Less: allowance for ECLs	(312)	(253)
	<b>15,542</b>	<b>13,841</b>

The ageing analysis of the trade receivables, net of allowance for ECLs, based on invoice date is as follows:

	2021 HK\$'000	2020 HK\$'000
Within 1 month	4,762	6,674
Over 1 month but less than 3 months	7,910	5,110
Over 3 months but less than 1 year	2,910	2,223
Over 1 year	272	87
Less: allowance for ECLs	(312)	(253)
	<b>15,542</b>	<b>13,841</b>

(ii) Rental and other deposits

Included in rental and other deposits, rental deposits of HK\$268,000 (2020: HK\$268,000) were paid to two (2020: two) related companies, in which Ms. Bonnie Chan Woo, an executive director of the Company, and/or her spouse have beneficiary interest. The rental deposit is repayable upon the termination of that lease.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 21. AMOUNTS DUE FROM/(TO) CONTROLLING SHAREHOLDER, RELATED COMPANIES AND A NON-CONTROLLING SHAREHOLDER OF A SUBSIDIARY

Particulars of amounts due from controlling shareholder and related companies, disclosed pursuant to Section 383(1)(d) of the Hong Kong Companies Ordinance and Part 3 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, are as follows:

Name	Maximum amount outstanding during the year HK\$'000	2021 HK\$'000	2020 HK\$'000
Ms. Bonnie Chan Woo	35	35	23
<b>Amount due from controlling shareholder</b>		<b>35</b>	23
Explorer Vantage Limited ("Explorer Vantage")	226	226	12
MCL Financial Group Limited	5	5	—
<b>Amount due from related companies</b>		<b>231</b>	12

The amount due from controlling shareholder, who is Ms. Bonnie Chan Woo, an executive director of the Company, is non-trade in nature, unsecured, interest-free and repayable on demand.

The amount due from related companies as at 31 December 2021 and 2020, represent the balances with Explorer Vantage, the ultimate holding company; and the balances with MCL Financial Group Limited, a company of which Mr. Chow Sai Yiu Evan, a non-executive director of the Company, is the controlling shareholder and the beneficial owner. The amounts due are non-trade in nature, unsecured, interest-free and repayable on demand.

The amount due to a non-controlling shareholder of a subsidiary is non-trade in nature, unsecured, interest-free and repayable on demand.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 22. TIME DEPOSITS AND CASH AND BANK BALANCES

Time deposits represent fixed deposits with original maturity of more than three months. Cash and cash equivalents represents bank balances and cash in hand.

Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default.

As at 31 December 2021, the Group has time deposits and cash and bank balance denominated in RMB amounting to approximately HK\$4,996,000 (2020: HK\$7,700,000) and were kept in the PRC. RMB is not freely convertible into other currencies and the remittance of funds out of the PRC is subject to exchange restrictions imposed by the PRC government.

The Group entered into a facility letter with a bank for a maximum credit facility of HK\$9,500,000 (the "Bank Facility"). Any utilisation of the Bank Facility requires pledge of bank deposit of 40%. As at 31 December 2021, the Group did not utilise any Bank Facility (2020: Nil).

As at 31 December 2021, there are no time deposits with original maturity of more than three months.

As at 31 December 2020, time deposits denominated in HK\$ of approximately HK\$50,508,000 and in RMB of approximately HK\$5,393,000 with original maturity of more than three months, carry average interest rate ranging from 0.24% to 2.75% per annum.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 23. TRADE AND OTHER PAYABLES AND ACCRUALS AND CONTRACT LIABILITIES

	2021 HK\$'000	2020 HK\$'000
Trade payables (Note (i))	5,693	4,508
Accruals (Note (ii))	3,271	1,370
Other payables	606	1,975
<b>Total trade and other payables and accruals</b>	<b>9,570</b>	<b>7,853</b>
Contract liabilities (Note (iii))	2,195	2,878
	<b>11,765</b>	<b>10,731</b>

Notes:

- (i) The credit period granted by suppliers of the Group is generally ranging from 30 to 90 days (2020: 30 to 90 days). The ageing analysis of the trade payables based on invoice date is as follows:

	2021 HK\$'000	2020 HK\$'000
Within 1 month	3,152	3,195
Over 1 month but less than 3 months	2,277	1,123
Over 3 months but less than 1 year	264	190
	<b>5,693</b>	<b>4,508</b>

- (ii) As at 31 December 2021, consulting expense amounting to approximately HK\$484,000 (2020: HK\$60,000) and accrued employee benefits expenses amounting to approximately HK\$1,256,000 (2020: HK\$166,000) were included in accruals.

- (iii) Contract liabilities, representing receipt in advance from customers, are separately presented. Movement of contract liabilities is as follows:

	2021 HK\$'000	2020 HK\$'000
Balance at 1 January	2,878	2,096
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 year	(2,780)	(818)
Increased in contract liabilities as a result of receiving forward sales deposits and installments during the year	2,097	1,600
<b>Balance at 31 December</b>	<b>2,195</b>	<b>2,878</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 24. LEASE LIABILITIES

	2021		2020	
	Present value of the minimum lease payments HK\$'000	Total minimum lease payments HK\$'000	Present value of the minimum lease payments HK\$'000	Total minimum lease payments HK\$'000
Within one year	3,432	3,688	2,979	3,200
Within a period of more than one year but not more than two years	2,893	2,993	1,776	1,958
Within a period of more than two years but not more than five years	639	655	1,648	1,653
	3,532	3,648	3,424	3,611
	6,964	7,336	6,403	6,811
Less: total future interest expense		(372)		(408)
Present value of lease liabilities		6,964		6,403

Amounts included in the consolidated statement of cash flows for leases comprise the following:

	2021 HK\$'000	2020 HK\$'000
Within operating cash flows	1,600	1,489
Within financing cash flows	4,840	6,410
	6,440	7,899

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 25. SHARE CAPITAL

	<b>Number of shares</b>	<b>Share capital</b> HK\$'000
Ordinary shares of HK\$0.01 each		
Authorised:		
<b>At 1 January 2020, 31 December 2020, 1 January 2021 and 31 December 2021</b>	1,000,000,000	10,000
Issued and fully paid:		
<b>At 1 January 2020, 31 December 2020, 1 January 2021 and 31 December 2021</b>	480,000,000	4,800

## 26. RESERVES

Details of the movements on the Group's reserves are as set out in the consolidated statement of changes in equity.

### Share premium

The share premium account of the Group includes the premium arising from the issue of new shares pursuant to the share offering net of listing expenses and dividends declared and paid in prior year.

### Capital reserve

The capital reserve represents the difference between the nominal value of the share capital of subsidiaries acquired by Icicle Group in prior years and the consideration paid to the then shareholders of those subsidiaries.

### Translation reserve

Translation reserve comprises all foreign exchange differences arising from the translation of the financial statements of foreign operation whose functional currencies are different from that of the Company's functional currency.

### Other reserves

Other reserves comprise:

- (i) the increment in effectively equity interests in WomanBoss from 54.1% to 74.1% upon the completion of the acquisition of Studio SV during the year ended 31 December 2019. Such acquisition did not result in change of the control of WomanBoss and therefore is accounted for as an equity transaction.
- (ii) statutory reserve as stipulated by the relevant laws in the PRC. The PRC subsidiary is required to maintain a statutory reserve fund. The minimum transfer to statutory reserve is 10% of profit after tax of the PRC subsidiary according to the PRC subsidiary's statutory financial statements. No appropriation is required if the balance of the statutory reserve has reached 50% of the registered capital of the PRC subsidiary. The statutory reserve can be used to make up losses or for conversion into capital.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 27. DETAILS OF NON-WHOLLY OWNED SUBSIDIARIES THAT HAVE MATERIAL NON-CONTROLLING INTERESTS

Financial information of subsidiaries of the Group which has a material non-controlling interests is summarised below. The amounts disclosed are before any inter-company elimination:

### (a) WomanBoss and its wholly-owned subsidiaries

	2021 HK\$'000	2020 HK\$'000
NCI percentage	25.9%	25.9%
Current assets	2,401	3,378
Non-current assets	—	5,271
Current liabilities	(18,355)	(13,397)
Non-current liabilities	(456)	(1,159)
Net liabilities	(16,410)	(5,907)
Carrying amount of the non-controlling interests of WomanBoss	(4,250)	(1,530)
Revenue	1,774	269
Loss attributable to owners of the Company	(7,761)	(3,745)
Loss attributable to the non-controlling interests of WomanBoss	(2,712)	(1,310)
Loss for the year	(10,473)	(5,055)
Other comprehensive (expense)/income attributable to owners of the Company	(22)	6
Other comprehensive (expense)/income attributable to the non-controlling interests of WomanBoss	(8)	3
Other comprehensive (expense)/income for the year	(30)	9
Total comprehensive expense attributable to owners of the Company	(7,783)	(3,739)
Total comprehensive expense attributable to the non-controlling interests of WomanBoss	(2,720)	(1,307)
Total comprehensive expense for the year	(10,503)	(5,046)
Cash flows from operating activities	(4,660)	(3,990)
Cash flows from investing activities	(131)	(3,675)
Cash flows from financing activities	5,083	7,506

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 27. DETAILS OF NON-WHOLLY OWNED SUBSIDIARIES THAT HAVE MATERIAL NON-CONTROLLING INTERESTS (Continued)

#### (b) Studio SV and its non-wholly-owned subsidiary

	2021 HK\$'000	2020 HK\$'000
NCI percentage	44.44%	44.44%
Current assets	3,296	2,789
Current liabilities	(7,654)	(5,720)
Net liabilities	(4,358)	(2,931)
Carrying amount of the non-controlling interests of Studio SV	(1,601)	(1,167)
Carrying amount of the non-controlling interests of Studio SV's non-wholly-owned subsidiary	(754)	(303)
Revenue	—	2
Loss attributable to owners of the Company	(540)	(887)
Loss attributable to the non-controlling interests of Studio SV	(432)	(724)
Loss attributable to the non-controlling interests of Studio SV's non-wholly-owned subsidiary	(454)	(303)
Loss for the year	(1,426)	(1,914)
Other comprehensive expense attributable to owners of the Company	(2)	—
Other comprehensive expense attributable to the non-controlling interests of Studio SV	(2)	—
Other comprehensive income attributable to the non-controlling interests of Studio SV's non-wholly-owned subsidiary	3	—
Other comprehensive expense for the year	(1)	—
Total comprehensive expense attributable to owners of the Company	(542)	(887)
Total comprehensive expense attributable to the non-controlling interests of Studio SV	(434)	(724)
Total comprehensive expense attributable to the non-controlling interests of Studio SV's non-wholly-owned subsidiary	(451)	(303)
Total comprehensive expense for the year	(1,427)	(1,914)
Cash flows from operating activities	(1,359)	(1,655)
Cash flows from financing activities	1,344	1,411

Note: The above financial information of Studio SV and its non-wholly-owned subsidiary does not include the loss sharing of its associates, WomanBoss and its subsidiaries, which is disclosed in Note 27(a).

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 28. EQUITY-SETTLED SHARE-BASED PAYMENTS

### Incorporation of WomanBoss

On 2 May 2019, Icicle Group, a direct wholly-owned subsidiary of the Company, Studio SV, a connected party in which the ultimate holding company of the Company, Explorer Vantage, has 50% interest in it prior to business combination on 10 December 2019, and Mr. Chang David Qi ("CDQ"), an independent third party, incorporated a company namely WomanBoss in the BVI in provision of e-commerce business. Icicle Group, subscribed 54.1% of equity interest in WomanBoss at consideration of US\$200,000 (equivalent to HK\$1,569,000) and Studio SV and CDQ subscribed 36.0% and 9.9% respectively of equity interest in WomanBoss at consideration of US\$1 (equivalent to HK\$8), respectively. The Group incurred share-based payments of approximately of HK\$720,000, in which HK\$565,000 and HK\$155,000 were payable to Studio SV and CDQ, respectively, for services to be received by WomanBoss, for the year ended 31 December 2019.

For the year ended 31 December 2021 and 2020, no further equity-settled share-based payments were incurred in this respect.

## 29. OPERATING LEASE COMMITMENT

At the end of the reporting period, the Company had commitment for short-term lease in respect of properties which fall due as follows:

	2021 HK\$'000	2020 HK\$'000
Within 1 year	137	26

The Group leases office premise and staff quarter for an initial period of one year, without option to renew the lease term at expiry date. The corresponding lease commitment, which was not recognised as lease liabilities, was set out above. None of the above lease include variable lease payments.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 30. OTHER COMMITMENTS

The Group subscribed for the Unlisted Fund with a total committed capital contribution of US\$250,000 as set out in Note 18. The remaining committed capital contribution outstanding as at 31 December 2021 amounted to US\$128,000 (equivalent to approximately HK\$991,000) (2020: US\$150,000 (equivalent to approximately HK\$1,163,000)). The Unlisted Fund was disposed subsequent to 31 December 2021.

During the year ended 31 December 2020, the Group recognised as prepayment for intangible asset for a license fee of US\$27,000 (equivalent to HK\$209,000) for obtaining an exclusive distribution right to produce and distribute marketing media programme in the PRC through internet under the brandname of a famous marketing media producer (the "Media Producer"), which stationed in the USA. According to the term sheet entered between the Group and the Media Producer, the Group is committed to invest in the co-operative project with the Media Producer with mutually approved budget of US\$1,800,000 (equivalent to HK\$13,953,000). On 28 April 2021, Shanghai Qixian Culture Communication Co., Ltd was incorporated in the PRC to commence the operation of such project. During the year, project costs of HK\$1,236,000 (equivalent to US\$167,000) was incurred by the Group for project. As at 31 December 2021, the other commitment in relation to the mutually approved budget is US\$1,633,000 (equivalent to HK\$12,717,000). Also, according to the term sheet between the Group and the Media Producer, subject to further negotiation and to enter into an agreement, the Group is committed to pay further license fee of US\$63,000 (equivalent to HK\$488,000) to the Media Producer and to invest in the co-operative project with the Media Producer with mutually approved budget of US\$1,200,000 (equivalent to approximately HK\$9,302,000).

During the years ended 31 December 2020 and 2021, the Group appointed an independent third party to write a pilot script for a television series for a total fee of US\$210,000 (equivalent to HK\$1,628,000). The pilot script writing charge incurred of US\$126,000 (equivalent to HK\$979,000) (2020: US\$42,000 (equivalent to HK\$326,000)) was charged to profit or loss during the year. The amount represented remaining commitment upon the completion of milestones by the pilot script writer amounted to US\$42,000 (equivalent to HK\$326,000) (2020: US\$168,000 (equivalent to HK\$1,302,000)) as at 31 December 2021.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 31. RECONCILIATION OF LIABILITIES 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 statement of cash flows as cash flows from financing activities:

	Amount due to a related company HK\$'000	Amount due to a non-controlling shareholder of a subsidiary HK\$'000	Lease liabilities (Note 24) HK\$'000
At 1 January 2020	269	118	8,845
<b>Changes from financing cash flows:</b>			
Payment of capital portion of lease liabilities	—	—	(6,034)
Payment of interest portion of lease liabilities	—	—	(376)
Repayment to a related company	(269)	—	—
Repayment to a non-controlling shareholder of a subsidiary	—	(62)	—
Total changes from financing cash flows	(269)	(62)	(6,410)
<b>Other changes:</b>			
Interest expenses	—	—	376
Rent concession in relation to COVID-19	—	—	(305)
Additions of lease liabilities	—	—	3,897
Total other changes	—	—	3,968
At 31 December 2020 and 1 January 2021	—	56	6,403
<b>Changes from financing cash flows:</b>			
Payment of capital portion of lease liabilities	—	—	(4,429)
Payment of interest portion of lease liabilities	—	—	(411)
Total changes from financing cash flows	—	—	(4,840)
<b>Other changes:</b>			
Interest expenses	—	—	411
Additions of lease liabilities	—	—	4,990
Total other changes	—	—	5,401
<b>At 31 December 2021</b>	—	56	6,964

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 32. RELATED PARTY TRANSACTIONS

Other than disclosed in Notes 10, 20, 21 and 27, the Group has the following transactions with its related parties in the normal course of its business and with terms mutually agreed between both parties:

	2021 HK\$'000	2020 HK\$'000
Revenue from provision of marketing production services to MCL Financial Group Limited (Note (a))	5	12
Revenue from sales of accessories and lifestyle products to Ms. Bonnie Chan Woo (Note (b))	12	22
Short-term lease expense to 4L 108 Leonard LLC (Note (c))	1,121	1,119
Repayment of lease liabilities (including capital and interest elements) to Gateway Engineering Limited (Note (d))	638	116

Notes:

- (a) Mr. Chow Sai Yiu Evan, a non-executive director of the Company, is the controlling shareholder and the beneficial owner of this related company.
- (b) Ms. Bonnie Chan Woo is an executive director and the ultimate controlling shareholder of the Company.
- (c) Spouse of Ms. Bonnie Chan Woo, an executive director of the Company, and Ms. Bonnie Chan Woo, are the beneficial owners of this related company.
- (d) Spouse of Mr. Bonnie Chan Woo, is the director and one of the beneficial owner of this related company. The leased properties are recognised as right-of-use assets with net carrying amount of HK\$ nil (2020: HK\$1,529,000), with respective lease liabilities of HK\$1,057,000 (2020: HK\$1,631,000) as at 31 December 2021.

### Compensation of key management personnel

Key management personnel are those persons holding positions with authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly, including the directors of the Company. Key management personnel's remuneration is as follows:

	2021 HK\$'000	2020 HK\$'000
Directors' fee	360	360
Salaries, allowances and benefits in kind	4,429	3,697
Discretionary bonus	107	124
Retirement benefit scheme contributions	145	140
	5,041	4,321

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

The Group is exposed to a variety of risks including foreign currency risk, credit risk, liquidity risk and price risk through its use of financial instruments in its ordinary course of operations.

The Group does not have any written risk management policies and guidelines. The directors of the Company monitor the financial risk management and take such measures as considered necessary from time to time to minimise such financial risks. There has been no change to the Group's exposure or the manner in which it manages and measures the risk.

### (a) Foreign currency risk

Currency risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group is exposed to foreign currency risk related primarily to the operations giving rise to bank balances that are denominated in US\$, British Pound ("GBP") and RMB. The Group currently does not have a foreign currency hedging policy. However, the directors of the Company monitor foreign exchange exposure and will consider hedging significant foreign currency exposure should the need arise.

The carrying amounts of the Group's net financial assets denominated in a currency other than functional currency of the respective group entities at the end of each year are as follows:

	2021 HK\$'000	2020 HK\$'000
Overall net exposure		
US\$	2,668	1,684
GBP	107	227
RMB	22,985	6

In the opinion of the directors, the rate of exchange of the US\$ to the HK\$ is reasonably stable under the linked exchange rate system and, accordingly, the Group does not have any significant foreign exchange risk arising from US\$. As a result, no sensitivity analysis is performed.

At 31 December 2021, if the HK\$ had weakened/strengthened 1% against the RMB with all other variables held constant, the Group's loss after tax for the year would have been approximately HK\$230,000 (2020: Nil) lower/higher respectively.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

### (b) Credit risk and impairment assessment

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. Time deposits and bank balances of the Group are held with financial institutions of good standing. The carrying amount of debt securities at FVTPL, trade and other receivables and deposits and amounts due from controlling shareholder and related companies represent the Group's maximum exposure to credit risk in relation to its financial assets. No other financial assets carry a significant exposure to credit risk.

The Group does not provide any other guarantees which would expose the Group to credit risk. In respect of trade receivables, individual credit evaluations are performed on all customers requiring credit over a certain amount. The Group does not obtain collateral from customers.

The Group's exposure to credit risk on trade receivables is influenced mainly by the individual characteristics of each customer rather than the industry or country in which the customers operate and therefore significant concentrations of credit risk primarily arise when the Group has significant exposure to individual customers. At 31 December 2021, 43% (2020: 21%) and 81% (2020: 71%) of the total trade receivables were due from the Group's largest customer and the five largest customers respectively.

Except for debt securities at FVTPL, the Group performed impairment assessment for financial assets and other items under ECL model. Information about the Group's credit risk management, maximum credit risk exposures and the related impairment assessment are summarised as below:

#### Trade receivables

Trade receivables presented in the consolidated statement of financial position are net of allowances for ECLs on trade receivables. In determining the recoverability of a trade debtor, the Group considers any change in the credit quality of the trade debtor from the date credit was initially granted up to the reporting date.

In order to minimise the credit risk, the management of the Group has delegated a team responsible for determination of credit limits and credit approvals. Before accepting any new customer, the Group has evaluation procedures to assess the potential customer's credit quality, internal credit risk grading and defines credit limits by customer. Limits and scoring attributed to customers are reviewed twice a year. Other monitoring procedures are in place to ensure that follow-up action is taken to recover overdue debts. In addition, the Group performs impairment assessment under ECL model upon application of HKFRS 9. In this regard, the directors of the Company consider that the Group's credit risk has significantly reduced.

The Group applies the simplified approach in HKFRS 9 to measure loss allowances for trade receivables at an amount equal to lifetime ECLs, which is calculated using a provision matrix.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

### (b) Credit risk and impairment assessment (Continued)

#### Trade receivables (Continued)

The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables:

	Weighted average expected loss rate %	Gross carrying amount HK\$'000	Loss allowance HK\$'000	Net carrying amount HK\$'000
<b>At 31 December 2021</b>				
Current (not past due)	0.11	4,454	(5)	4,449
Less than 1 month past due	0.15	1,366	(2)	1,364
Over 1 month but less than 3 months past due	0.44	7,433	(33)	7,400
Over 3 months but less than 1 year past due	1.15	2,349	(27)	2,322
Over 1 year past due	97.22	252	(245)	7
		<b>15,854</b>	<b>(312)</b>	<b>15,542</b>
<b>At 31 December 2020</b>				
Current (not past due)	0.50	6,197	(31)	6,166
Less than 1 month past due	0.81	4,078	(33)	4,045
Over 1 month but less than 3 months past due	1.70	2,703	(46)	2,657
Over 3 months but less than 1 year past due	5.90	1,034	(61)	973
Over 1 year past due	100.00	82	(82)	—
		<b>14,094</b>	<b>(253)</b>	<b>13,841</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

### (b) Credit risk and impairment assessment (Continued)

#### Trade receivables (Continued)

The following table shows the movement in lifetime ECL that has been recognised as trade receivables under simplified approach:

	Lifetime ECL (non-credit impaired) HK\$'000	Lifetime ECL (credit impaired) HK\$'000	Total HK\$'000
At 1 January 2020	863	—	863
Decrease in allowance recognised in profit or loss (Note (i))	(610)	—	(610)
At 31 December 2020 and 1 January 2021	<b>253</b>	—	<b>253</b>
Increase in allowance recognised in profit or loss	<b>59</b>	—	<b>59</b>
<b>At 31 December 2021</b>	<b>312</b>	—	<b>312</b>

Note:

- (i) Decrease in allowance of ECLs for trade receivables is due to settlement received from a trade debtor during the year ended 31 December 2020, which the respective trade receivables were over 1 year past due as at 31 December 2020.

#### Other financial assets at amortised cost

ECL of other receivables and deposits, amounts due from controlling shareholder and related companies and time deposits and bank balances are assessed on 12m ECL basis as there had been no significant increase in credit risk since initial recognition.

Other receivables and deposits are due to various group of debtors and the directors of the Company consider the credit risk of these parties is low.

Time deposits and bank balances are deposited with creditworthy banks with no recent history of default. The directors of the Company consider the credit risk is low.

As at 31 December 2021 and 2020, the Group has not provided any ECL for other receivables and deposits, amounts due from controlling shareholder and related companies and time deposits and bank balances.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 33 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

### (c) Liquidity risk

Liquidity risk relates to the risk that the Group will not be able to meet obligations associated with its financial liabilities. The Group is exposed to liquidity risk in respect of settlement of trade and other payables and accruals, amounts due to a related company and a non-controlling shareholder of a subsidiary and lease liabilities and also in respect of its cash flow management. The Group's objective is to maintain an appropriate level of liquid assets and committed lines of funding to meet its liquidity requirements in the short and longer term.

The maturity profile of the Group's non-derivative financial liabilities at each reporting period, based on the contracted undiscounted payments, is as follows:

	Effective interest rate per annum %	Carrying amount HK\$'000	Total contractual undiscounted cash flow HK\$'000	Within 1 year or on demand HK\$'000	Over 1 year but within 2 years HK\$'000	Over 2 years but within 5 years HK\$'000
<b>As at 31 December 2021</b>						
Trade and other payables and accruals	N/A	9,525	9,525	9,525	—	—
Amount due to a non-controlling shareholder of a subsidiary	N/A	56	56	56	—	—
Lease liabilities	4.75-4.88	6,964	7,336	3,688	2,993	655
		<b>16,545</b>	<b>16,917</b>	<b>13,269</b>	<b>2,993</b>	<b>655</b>
<b>As at 31 December 2020</b>						
Trade and other payables and accruals	N/A	7,808	7,808	7,808	—	—
Amount due to a non-controlling shareholder of a subsidiary	N/A	56	56	56	—	—
Lease liabilities	4.75-4.88	6,403	6,811	3,200	1,958	1,653
		<b>14,267</b>	<b>14,675</b>	<b>11,064</b>	<b>1,958</b>	<b>1,653</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

### (d) Price risk

The Group is exposed to price risk from the unlisted debt investment.

The Unlisted Fund (see Note 18) is held for strategic rather than trading purposes. The Group does not actively trade this investment.

#### Price risk sensitivity analysis

As at 31 December 2021, it is estimated that with all other variables held constant, a decrease/increase in net adjusted values of the Unlisted Fund by 10% would have increased/decreased the Group's loss after income tax by approximately HK\$80,000 (2020: HK\$70,000).

### (e) Fair values of financial instruments

The table below analyses the Group's assets carried at fair values as at 31 December 2021 by level of the inputs to valuation techniques used to measure fair value. Such inputs are categorised into three levels within a fair value hierarchy as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is unobservable inputs) (level 3).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

#### (e) Fair values of financial instruments (Continued)

##### Fair value hierarchy

The following tables illustrate the fair value measurement hierarchy of the Group's financial instruments at fair value:-

	Level 1 HK\$'000	Level 2 HK\$'000	Level 3 HK\$'000	Total HK\$'000
<b>As at 31 December 2021</b>				
Financial asset at FVTPL				
— The Unlisted Fund	—	—	955	955
<b>As at 31 December 2020</b>				
Financial asset at FVTPL				
— The Unlisted Fund	—	—	841	841

As described in Note 18, the fair value of the Unlisted Fund is determined as at the close of business in the relevant market or markets on each reporting date by the application of the Adjusted NAV method under the cost approach which is calculated based on the sum of the fair value of the Unlisted Fund's underlying assets for such investments as at the close of business in such place on the reporting date as of which such calculation is to be made, minus the value of the Unlisted Fund's liabilities on the reporting date.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

### (e) Fair values of financial instruments (Continued)

#### Significant unobservable input

The following table summarises the valuation technique and significant unobservable input used for the Unlisted Fund that are categorised in Level 3 of the fair value hierarchy:

#### As of 31 December 2021

	Valuation technique	Unobservable input	Relationship of unobservable input to fair value
The Unlisted Fund	Disposal consideration	Disposal consideration	Increase/decrease in the disposal consideration, the higher/lower the fair value

As at 31 December 2021, should the disposal consideration increase or decrease by 10% respectively, the fair value of the Unlisted Fund would be increased or decreased by 10%.

#### As of 31 December 2020

	Valuation technique	Unobservable input	Relationship of unobservable input to fair value
The Unlisted Fund	Adjusted NAV	Fair value of the underlying investee's portfolio investments	Increase/decrease in the fair value of the underlying investee's portfolio investments, the higher/lower the fair value

As at 31 December 2020, should the fair value of the underlying investee's portfolio investments increase or decrease by 10% respectively, the fair value of the Unlisted Fund would be increased or decreased by approximately HK\$81,000.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 33. FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

#### (e) Fair values of financial instruments (Continued)

##### Significant unobservable input (Continued)

The movements during the year in the balance of level 3 fair value measurement is as follows:

	HK\$'000
At 1 January 2020	413
Addition	330
Total gains — included in profit or loss	98
At 31 December 2020 and 1 January 2021	<b>841</b>
Addition	<b>176</b>
Total losses — included in profit or loss	<b>(62)</b>
<b>At 31 December 2021</b>	<b>955</b>

##### Financial instrument not measured at fair value

The carrying amounts of the Group's financial instruments carried at amortised cost are not materially different from their fair values as at 31 December 2021 and 2020.

Management has assessed that the fair values of time deposits and cash and bank balances, trade receivables and other receivables and deposits, amounts due from/(to) controlling shareholder, a non-controlling shareholder of a subsidiary and related companies, trade and other payables and accruals and lease liabilities approximate to their carrying amounts largely due to the short-term maturities of these instruments.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 34. FINANCIAL INSTRUMENTS BY CATEGORY

	2021 HK\$'000	2020 HK\$'000
<b>Financial assets</b>		
Financial asset at FVTPL	955	841
Financial assets at amortised cost		
— Trade and other receivables and deposits	16,719	17,033
— Amount due from controlling shareholder	35	23
— Amount due from related companies	231	12
— Time deposits and cash and bank balances	56,226	69,106
	73,211	86,174
	74,166	87,015
<b>Financial liabilities</b>		
Financial liabilities at amortised cost		
— Trade and other payables and accruals	9,525	7,808
— Amount due to a non-controlling shareholder of a subsidiary	56	56
— Lease liabilities	6,964	6,403
	16,545	14,267

### 35. CAPITAL RISK MANAGEMENT

The Group's objectives of managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns to the shareholders and benefits for other stakeholders to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to the shareholders, return capital to the shareholders, issue new shares or sell assets to reduce debts. No changes in the objectives, policies or processes for managing capital were made during the year.

The capital structure of the Group consists of equity attributable to owners of the Company, comprising share capital and reserves disclosed in the consolidated statement of changes in equity.

### 36. IMMEDIATE HOLDING COMPANY AND ULTIMATE HOLDING COMPANY

In the opinion of the directors of the Company, the ultimate holding company is Explorer Vantage, a company incorporated in the BVI. Ms. Bonnie Chan Woo, being the controlling shareholder of Explorer Vantage, is the ultimate controlling shareholder during the years ended 31 December 2021 and 2020.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

## 37. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the year is as follows:

	2021 HK\$'000	2020 HK\$'000
<b>ASSETS AND LIABILITIES</b>		
Non-current asset		
Investments in subsidiaries	20,410	21,643
<b>Current assets</b>		
Prepayments and other receivables	113	282
Amounts due from subsidiaries	26,016	—
Time deposits and cash and bank balances	27,352	50,682
	53,481	50,964
<b>Current liabilities</b>		
Accruals	226	425
Amounts due to subsidiaries	10,778	6,777
	11,004	7,202
<b>Net current assets</b>	42,477	43,762
<b>Net assets</b>	62,887	65,405
<b>CAPITAL AND RESERVES</b>		
Share capital	4,800	4,800
Reserves	58,087	60,605
<b>Total equity</b>	62,887	65,405

The financial statements of the Company were approved and authorised for issue by the Board of Directors on 23 March 2022 and are signed on its behalf by:

**Woo Chan Tak Chi Bonnie**  
Executive Director

**Chow Sai Yiu Evan**  
Non-executive Director

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

For the year ended 31 December 2021

### 37. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

Details of the changes in the Company's individual components of reserves between the beginning and the end of the year are set out below:

	<b>Share premium</b> HK\$'000	<b>Contribution surplus*</b> HK\$'000	<b>Accumulated losses</b> HK\$'000	<b>Total</b> HK\$'000
Balance at 1 January 2020	53,131	21,643	(13,797)	60,977
Loss and total comprehensive expense for the year	—	—	(372)	(372)
Balance at 31 December 2020 and 1 January 2021	<b>53,131</b>	<b>21,643</b>	<b>(14,169)</b>	<b>60,605</b>
Loss and total comprehensive expense for the year	—	—	<b>(2,518)</b>	<b>(2,518)</b>
<b>Balance at 31 December 2021</b>	<b>53,131</b>	<b>21,643</b>	<b>(16,687)</b>	<b>58,087</b>

\* Contributed surplus of the Company represents the difference between the net asset value of the subsidiaries acquired pursuant to the corporate reorganisation in preparation for the listing of the shares of the Company on GEM and the nominal value of the shares issued by the Company in exchange therefor.

# FINANCIAL SUMMARY

A summary of the results and assets and liabilities of the Group for the last five financial years, as extracted from the Company's audited consolidated financial statements, is set out below:

## RESULTS

	2021 HK\$'000	Year ended 31 December			
		2020 HK\$'000	2019 HK\$'000	2018 HK\$'000	2017 HK\$'000
Revenue	51,385	56,282	81,646	91,478	93,941
(Loss)/profit before income tax	(16,921)	(2,075)	(2,020)	3,266	(192)
Income tax expense	(168)	(882)	(460)	(482)	(2,155)
(Loss)/profit for the year	(17,089)	(2,957)	(2,480)	2,784	(2,347)
Attributable to:					
Owners of the company	(13,491)	(620)	(1,531)	2,784	(2,347)
Non-controlling interests	(3,598)	(2,337)	(949)	—	—
	(17,089)	(2,957)	(2,480)	2,784	(2,347)

## ASSETS AND LIABILITIES

	2021 HK\$'000	As at 31 December			
		2020 HK\$'000	2019 HK\$'000	2018 HK\$'000	2017 HK\$'000
Total assets	82,677	98,298	103,106	103,345	103,461
Total liabilities	(19,599)	(18,170)	(20,207)	(17,076)	(19,579)
Net assets	63,078	80,128	82,899	86,269	83,882