



**SAN MIGUEL BREWERY
HONG KONG LTD.**

香港生力啤酒廠有限公司

Stock Code 股份代號 : 00236



**ANNUAL REPORT
2020**
年報

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In this report, all monetary values are expressed in Hong Kong dollars unless stated otherwise.

本年報內所有幣值，除另有註明外，均以港幣計算。

CORPORATE INFORMATION 公司資料

BOARD OF DIRECTORS

CHAIRMAN

Ramon S. Ang (*Non-executive Director*)

DEPUTY CHAIRMAN

Carlos Antonio M. Berba (*Non-executive Director*)

EXECUTIVE DIRECTOR

Ramon G. Torralba

NON-EXECUTIVE DIRECTORS

May (Michelle) W. M. Chan
Roberto N. Huang
Fumiaki Ozawa
Kenji Uchiyama
Tomoki Yamauchi

INDEPENDENT NON-EXECUTIVE DIRECTORS

Alonzo Q. Ancheta
David K.P. Li, GBM, JP
Reynato S. Puno
Carmelo L. Santiago
Cheng Chuk Man, William, Alternate to David K. P. Li, GBM, JP
(resigned on 1 September 2020)
Sum Li, Alternate to David K. P. Li, GBM, JP
(appointed on 1 September 2020)

AUDIT COMMITTEE

David K.P. Li, GBM, JP, *Chairman*
Alonzo Q. Ancheta
Carmelo L. Santiago

REMUNERATION COMMITTEE

Reynato S. Puno, *Chairman*
Carlos Antonio M. Berba
Roberto N. Huang
David K.P. Li, GBM, JP
Carmelo L. Santiago

NOMINATION COMMITTEE

Carmelo L. Santiago, *Chairman*
Alonzo Q. Ancheta
David K.P. Li, GBM, JP
Reynato S. Puno
Kenji Uchiyama

COMPANY SECRETARY

John K.L. Cheung

董事會

主席

蔡啓文 (非執行董事)

副主席

凱顧思 (非執行董事)

執行董事

杜華博

非執行董事

陳雲美
黃思民
小澤史晃
內山建二
山內智樹

獨立非執行董事

Alonzo Q. Ancheta
李國寶 GBM, JP
Reynato S. Puno
施雅高
鄭則民, 李國寶 GBM, JP 之替任董事
(於二零二零年九月一日辭任)
李深, 李國寶 GBM, JP 之替任董事
(於二零二零年九月一日委任)

審核委員會

李國寶 GBM, JP, 主席
Alonzo Q. Ancheta
施雅高

薪酬委員會

Reynato S. Puno, 主席
凱顧思
黃思民
李國寶 GBM, JP
施雅高

提名委員會

施雅高, 主席
Alonzo Q. Ancheta
李國寶 GBM, JP
Reynato S. Puno
內山建二

公司秘書

張嘉麟

CORPORATE INFORMATION 公司資料

AUDITORS

KPMG
Public Interest Entity Auditor
registered in accordance with the
Financial Reporting Council Ordinance

Certified Public Accountants
8th Floor, Prince's Building
10 Chater Road
Central
Hong Kong

SOLICITORS

Mayer Brown JSM
16-19th Floor, Prince's Building
10 Chater Road
Central
Hong Kong

Gallant, Solicitors & Notaries
5th Floor, Jardine House,
1 Connaught Place,
Hong Kong

REGISTERED OFFICE

9th Floor
Citimark Building
28 Yuen Shun Circuit
Siu Lek Yuen
Shatin, New Territories
Hong Kong

SHARE REGISTRAR

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

PRINCIPAL BANKERS

Agricultural Bank of China Limited
Australia and New Zealand Banking Group Limited
Bank of China (Hong Kong) Limited
Bank of China Limited
China Construction Bank (Asia) Corporation Limited
Guangdong Shunde Rural Commercial Bank Company Limited
The Bank of East Asia (China) Limited
The Bank of East Asia, Limited
The Hongkong and Shanghai Banking Corporation Limited
O-Bank Co., Ltd.

核數師

畢馬威會計師事務所
於《財務匯報局條例》下
的註冊公眾利益實體核數師

執業會計師
香港
中環
遮打道十號
太子大廈八樓

律師

孖士打律師行
香港
中環
遮打道十號
太子大廈十六至十九樓

何耀棣律師事務所
香港
中環
康樂廣場一號
怡和大廈五樓

註冊辦事處

香港
新界
沙田
小瀝源
源順圍二十八號
都會廣場九樓

股份過戶登記處

香港中央證券登記有限公司
香港灣仔
皇后大道東一八三號
合和中心
十七樓一七一二至一七一六號舖

主要往來銀行

中國農業銀行股份有限公司
澳新銀行集團有限公司
中國銀行(香港)有限公司
中國銀行有限公司
中國建設銀行(亞洲)股份有限公司
廣東順德農村商業銀行股份有限公司
東亞銀行(中國)有限公司
東亞銀行有限公司
香港上海滙豐銀行有限公司
王道商業銀行股份有限公司



San Miguel Brewery
Hong Kong Limited
and its subsidiaries
registered a consolidated
profit of HK\$13.9 million
in 2020.

生力清啤

啤酒
净含量: 330ml

Enjoy Responsibly



ALL-ALUMINUM CAN
过量饮酒 有害健康

SINGAPORE
S
L

San Jui
LIGHT

THE YEAR'S HIGHLIGHTS 本年度摘要

(Expressed in Hong Kong dollars except number of shares issued, shareholders and personnel)

(除發行股數、股東數目及員工人數外均以港幣列示)

		2020 二零二零年	2019 二零一九年
Revenue (\$'000)	收入 (千元)	555,658	580,050
Profit for the year (\$'000)	年度盈利 (千元)	13,851	8,300
Earnings per share — Basic (cents)	每股盈利 — 基本 (仙)	5	3
Taxes paid, including beer tax (\$'000)	稅項連啤酒稅 (千元)	11,068	13,825
Taxes paid per share (cents)	每股稅項 (仙)	3	4
Non-current tangible assets (\$'000)	非流動有形資產 (千元)	465,291	474,377
Net worth (\$'000)	淨值 (千元)	543,011	515,914
Salaries, wages and other benefits (\$'000)	薪金、工資及其他福利 (千元)	121,179	122,952
Number of shares issued	發行股數	373,570,560	373,570,560
Number of shareholders	股東數目	1,950	1,946
Number of personnel	員工人數	517	491

CHAIRMAN'S STATEMENT 主席報告



Ramon S. Ang 蔡啓文
Chairman 主席

To our shareholders,

FINANCIAL RESULTS

San Miguel Brewery Hong Kong Limited (the "Company") and its subsidiaries (the "Group") registered a consolidated profit of HK\$13.9 million in 2020 (2019: HK\$8.3 million). Net profit attributable to equity shareholders for 2020 reached HK\$17.2 million (2019: HK\$11.6 million).

The Group's consolidated revenue was HK\$555.7 million, 4.2% lower than the same period in 2019. Gross profit reached HK\$243.4 million, 6.0% lower than the HK\$258.8 million in 2019, with a gross profit margin of 43.8%.

As of 31 December 2020, cash and cash equivalents and bank deposits amounted to HK\$156.1 million (HK\$129.4 million as of 31 December 2019).

Loans as of 31 December 2020 amounted to HK\$92.9 million, 9.1 % lower than the HK\$102.2 million debt reported the prior year. Total net assets stood at HK\$543.0 million (HK\$515.9 million as of 31 December 2019), with a loan-to-equity ratio of 0.17 (31 December 2019: 0.20).

致各股東：

財務業績

香港生力啤酒廠有限公司（「本公司」）及其附屬公司（「本集團」）錄得二零二零年之綜合盈利為1,390萬港元（二零一九年：830萬港元）。二零二零年本公司權益持有人應佔盈利為1,720萬港元（二零一九年：1,160萬港元）。

本集團之綜合收入為5.56億港元，較二零一九年同期低4.2%。毛利達2.43億港元，較二零一九年之毛利2.59億港元低6.0%，而毛利率則為43.8%。

於二零二零年十二月三十一日，現金及等同現金項目和銀行存款為1.56億港元（二零一九年十二月三十一日：1.29億港元）。

二零二零年十二月三十一日之總貸款為9,290萬港元，較去年錄得之1.02億港元低9.1%。總資產淨值維持5.43億港元（二零一九年十二月三十一日：5.16億港元），而貸款比率為0.17（二零一九年十二月三十一日：0.20）。

CHAIRMAN'S STATEMENT 主席報告

DIVIDENDS

No final dividends will be declared for the year ended 31 December 2020.

BUSINESS REVIEW

HONG KONG OPERATIONS

The economic recession in Hong Kong eased in the second half of 2020, as the territory managed to contain the third wave of COVID-19 infections, before the onset of the fourth wave toward the end of the year. The moderately improved economic performance in the second half was also due to the low-base effect, since the economic situation in the comparable half of 2019 was marked by the social unrest that reigned in spending and investment.

To provide the private sector financial support, the Hong Kong Government launched the "Employment Support Scheme" (ESS). The Company availed of this program and received the support in two tranches for wages paid from June to August, and from September to November 2020. Our Hong Kong operations posted strong profit recovery in 2020, driven by an improvement in total volumes and rationalization in spending, further supported by the government's ESS.

Our Hong Kong operations were able to achieve roughly the same level of local sales volume in 2020 despite a 7% contraction of the total Hong Kong beer industry compared to the same period in 2019. Including export sales volumes, the Company achieved a 2% increase in total sales volume over the previous year.

The various COVID-19-related restrictions on social distancing and cross-border activities impacted the entire market dynamics of the beer industry. Sales in on-premise outlets declined and beer consumption shifted to off-premise, which accounted for 84% of retail sales in 2020. The Company was able to adapt quickly to changing consumer habits by targeting advertising and promotion towards more appropriate media and channels, to ensure that our brands fit into consumers' new lifestyles.

To take advantage of the shift to home consumption, San Miguel brands San Miguel Pale Pilsen, San Mig Light and San Miguel Cerveza Negra, implemented a co-branded retail chain-wide promotion, 大放送, which ran from May to June. This was followed by a co-branded market-wide lucky draw promotion implemented from August to September. Both major initiatives were supported by tactical advertising, including on-site and online campaigns to ensure high awareness, participation, and consumption. Apart from these, the market-wide promotion also utilized television ads to encourage greater participation. A series of premium redemption promotion was also organized throughout the year to push volumes in convenience stores.

股息

不派發截至二零二零年十二月三十一日止年度之末期利息。

業務回顧

香港業務

在二零二零年年底2019冠狀病毒病第四波疫情開始前，隨著第三波疫情被受控，香港經濟衰退步伐在下半年有所放緩。而本公司在二零二零年下半年略微改善的經濟表現也受惠於低基數效應，因為去年同期受到社會事件而減低支出和投資。

香港政府推出「保就業」計劃(ESS)，向私營機構提供經濟支援。本公司也參加此計劃並獲得兩期工資補貼，分別為二零二零年六月至八月及九月至十一月。而香港業務於二零二零年的盈利有強勁的回升，除了因為總銷量增長和支出優化，更受到政府「保就業」計劃的支持。

儘管在二零二零年香港整體啤酒業銷量比二零一九年同期收縮7%，我們香港業務仍能大致維持去年本地銷量水平。再加上出口銷量，本公司的總銷量比去年增長2%。

針對2019冠狀病毒病相關的各種社交距離和跨境活動的限制措施影響了整個啤酒業的市場動態。現飲場所的銷售下降，啤酒消費模式也轉向非現飲，而非現飲銷量則佔二零二零年零售銷售總額84%。本公司也能迅速迎合改變中的消費模式，將廣告和宣傳投放在更合適的媒體和渠道上，以確保我們的品牌能更融入消費者的新生活方式。

有見於在家消費日增，生力啤酒品牌包括生力啤酒、生力清啤和生力黑啤，於五月至六月在連鎖超市及便利店推出名為「大放送」的全品牌推廣活動。而在八月及九月也相繼推出全品牌的大型抽獎推廣活動。這兩項大型活動均有投放策略性廣告，包括現場和網上宣傳，以提升品牌的認知度、參與度和飲用消費。此外，這些推廣活動還透過電視廣告來吸引更高的參與度。而年內也舉辦一系列禮品換領活動，以推動便利店的銷量。

CHAIRMAN'S STATEMENT 主席報告

BUSINESS REVIEW (Continued)

HONG KONG OPERATIONS (Continued)

The premium segment's share of the Hong Kong market increased in 2020, pushing the growth of our broad portfolio of premium, specialty, and craft beers. Red Horse Beer, in particular, outperformed its sales in 2019 by more than 200%. Kirin beer brands, which the Company distributes exclusively within Hong Kong and Macau, registered a 17% volume improvement over the previous year. Riding on the uptrend of the premium segment, the Company launched San Miguel Cerveza Blanca, our new wheat beer offering, in December 2020. With its perfect harmony of spicy, smoky, and fruity flavors throughout a smooth and refreshing taste, the Company expects the brand to be well-received by Hong Kong consumers.

In the lower-priced segment, our Blue Ice Beer brand was able to increase its market share following consistent programs such as celebrity endorsement, retail chain-wide promotions, and exclusive premium redemptions in convenience store.

SOUTH CHINA OPERATIONS

Despite seeing its first economic contraction in nearly three decades during the first quarter of 2020, China reported GDP growth for the year.

The drop in consumer spending was a stark reminder of the extensive impact of the pandemic both in terms of public health and the economic impact after the government imposed strict measures to control the spread of infections. The decline in sales volume within South China was a result of the national lockdown, with government mandating the temporary shutdown of all outlets, factories — including our brewery in Foshan — and the closure of shipping ports in South China in the early part of the year. Weak commercial activities also persisted even after the lockdown. While export volume was initially affected by the temporary closure of the brewery and shipping ports, it was able to recover and deliver positive growth for the year.

As announced on 28 October 2020, the business term of Guangzhou San Miguel Brewery Company Limited ("GSMB") expired on 29 November 2020 in accordance with GSMB's Articles of Association and the Joint Venture Contract between San Miguel (Guangdong) Limited ("SMG") and Guangzhou Brewery ("GB"). GSMB ceased operations on 30 November 2020.

The principal activity of GSMB was the distribution of bottled, canned, and draught beers in the South China market, while San Miguel (Guangdong) Brewery Company Limited ("SMGB") manufactures and provides quality beer products and services to both GSMB and San Miguel Brewing International's export business. Following the cessation of GSMB operations, SMGB took over the selling and distribution of the said beer products in the South China market on 30 November 2020.

業務回顧 (續)

香港業務 (續)

在二零二零年，高檔啤酒在香港市場佔有率增加，更推動及擴闊我們在高檔、特色及手工啤酒的產品組合。尤其是紅馬啤酒，其銷量比二零一九年大增200%。由本公司在香港和澳門獨家分銷的麒麟啤酒，其銷量比去年增長17%。乘著高檔市場的上升趨勢，本公司於二零二零年十二月推出新的小麥啤酒-生力白啤。生力白啤完美揉合了香料、煙燻及果味，帶有順滑清新的味道，本公司預期此品牌會獲得香港消費者的垂青。

在低價啤酒市場，藍冰啤酒透過持續性的品牌活動，如名星代言、連鎖超市及便利店推廣活動、便利店限定禮品換領活動，以提高其市場佔有率。

華南業務

儘管二零二零年第一季度出現近三十年來首次的經濟收縮，中國全年仍錄得GDP正增長。

中國政府採取嚴格措施控制新冠肺炎的傳播，這對公共衛生和經濟也帶來廣泛的影響，而下滑的消費者支出是一個明顯的反映。華南地區的銷量下降是受到年初全國封鎖措施和華南港口停運影響，當時，政府要求所有銷售點、工廠（包括我們在佛山的啤酒廠）暫時關閉。即使解封後，商業活動仍持續疲弱。雖然出口銷量最初受到啤酒廠和港口暫時關閉而影響，但仍能於年內恢復和實現正增長。

在二零二零年十月二十八日公佈，根據生力啤（廣東）有限公司（「生力啤廣東」）和廣州啤酒廠（「廣州啤酒廠」）的廣州生力啤酒有限公司（「廣州生力」）之公司章程和合資合同條款，廣州生力的營業期限在二零二零年十一月二十九日屆滿，而廣州生力於二零二零年十一月三十日正式結束業務。

廣州生力的主要業務是負責華南市場分銷瓶裝、罐裝和生啤酒；而生力（廣東）有限公司（「生力廣東」）的主要業務是為廣州生力和生力啤酒國際的出口啤酒生產優質的啤酒產品和服務。隨著廣州生力結束業務，生力廣東於二零二零年十一月三十日接管了上述啤酒產品在華南市場的銷售和分銷。

CHAIRMAN'S STATEMENT 主席報告

BUSINESS REVIEW (Continued)

SOUTH CHINA OPERATIONS (Continued)

Overall, our consolidated South China operations improved and registered sales volume growth in 2020. However, overall profit performance declined by 94% due to the one-time cost for the employee separation pay in relation to the cessation of GSMB. Without the cost of employee separation pay, the overall profit of the South China Operations would have improved by 90%.

Brand-building focused on tactical initiatives to drive consumption. San Miguel Pale Pilsen launched an under-the-crown market-wide campaign through an on-line lucky draw promotion from August to November 2020, with merchandising blitz support. Meanwhile, San Mig Light rolled out a merchandising campaign in June 2020 in almost 900 outlets to improve visibility and promote brand awareness. In addition, the Company introduced Dragon Legend in 330ml-bottle in night outlets and in strategic restaurants.

COMMUNITY RELATIONS AND SOCIAL RESPONSIBILITY

Social responsibility is an important aspect of how we do business. Apart from meticulously complying with legal or regulatory requirements, we genuinely work toward making a positive impact on the welfare of our employees, their families, our business partners, our local communities, and the environment.

Since 2015, we have published an Environment, Social and Governance ("ESG") Report to provide the public an appreciation of how we approach and address different ESG issues. The Company's 2020 ESG Report will be available on our website within three months of the publication of the Company's annual report.

We actively promote responsible drinking within the organization and also to the public. We are also committed to protecting the environment and ensuring that environmental standards and initiatives set by the government are met or exceeded.

To bring focus and emphasis on the Company's approach and strategy on the management of ESG issues, the Board established the Sustainability Committee on 2 November 2020.

業務回顧 (續)

華南業務 (續)

在二零二零年，華南的整體業務得到改善，而銷量也錄得增長。但是，由於廣州生力結束業務而涉及一次性員工遣散費用，導致整體利潤下降94%。如果沒有此遣散費支出，華南業務的整體利潤將會提升90%。

品牌建設聚焦於策略性活動以推動消費。生力啤酒於二零二零年八月至十一月推出揭蓋有獎的促銷活動，透過網上抽獎形式進行，而整個期間也有陳列推廣。同時，生力清啤於二零二零年六月在近九百個銷售點舉辦陳列活動，以提高品牌曝光率及提升認知度。此外，本公司在夜場和策略性的餐廳推出了龍啤傳說330毫升樽裝。

社區關係及社會責任

社會責任是我們營運業務其中一個重要的部份。除了遵守法例和規管要求外，我們亦致力為僱員及其家屬、業務夥伴、社區及環境帶來正面影響。

自二零一五年起，我們開始刊發《環境、社會及管治 (ESG) 報告》，讓公眾更清楚瞭解我們對社會上不同ESG議題的回應。本公司二零二零年的ESG報告將會於年報刊發後三個月內在本公司網站刊載。

我們積極在公司內及向公眾推廣暢飲有責。我們亦致力保護環境，確保符合甚或超過政府所制定的各種環保標準。

為了讓公司更注重和關注在處理ESG問題上的方案和策略，董事會於二零二零年十一月二日成立了可持續發展委員會。

CHAIRMAN'S STATEMENT 主席報告

HUMAN RESOURCES

The Company has always recognized the key role our employees play in our success. As such, we continue to invest in our people by ensuring they are equipped with the knowledge, skills, and experiences to match our needs, keep them challenged, and allow them to reach their fullest potential. Even in the time of COVID-19, we've invested in in-house training and publicly available webinars to support their personal growth and foster harmony in the organization.

We also have in place a set of safety and health measures to protect our employees from both the day-to-day working environment and from extraordinary circumstances such as the COVID-19 pandemic.

We continue to offer competitive remuneration packages commensurate with industry standards and to provide attractive fringe benefits, including medical and insurance coverage and numerous paid leaves, on top of legal requirements.

CORPORATE GOVERNANCE

The Company continues to apply the principles of the Corporate Governance ("CG") Code and CG Report contained in Appendix 14 of the Listing Rules throughout the year, save for the deviation discussed below:

- All of the non-executive directors are appointed for a specific term (Code Provision A.4.1 of the CG Code) and are subject to retirement by rotation at least once every three years and to re-election at the annual general meeting in accordance with the Company's Articles of Association.
- The board only met three times during the year under review (Code Provision A.1.1 of the CG Code) due to the COVID-19 pandemic and the regulations implemented by the HKSAR government and the Philippines government, which prohibited international travel.
- The chairman and the board committees, who are based in Manila, did not attend the Annual General Meeting in 2020 due to the COVID-19 pandemic and the regulations implemented by the HKSAR government and the Philippines government, which prohibited international travel.

DIRECTORS

Mr. William C. M. Cheng has resigned as an alternate director to an independent non-executive director, Dr. the Hon. Sir David K.P. Li, due to his retirement from The Bank of East Asia, Limited, and was replaced by Ms. Sum Li on 1 September 2020. Save for this, there has been no change in the membership of the Board of Directors since we published our interim report on 25 August 2020.

人力資源

本公司一直視僱員為業務成功的關鍵。因此，我們繼續投資在僱員身上，確保他們具備的知識、技能和經驗與公司需要吻合，讓他們不斷面對挑戰，從而發揮他們最大的潛能。即使在2019冠狀病毒病時期，我們也不乏在內部培訓和網上研討會投放資源，支持他們的個人成長，締造和諧的工作間。

我們制定了一套安全和健康的措施，使僱員在日常工作環境和在特殊情況下，如2019冠狀病毒病時皆受到保護。

我們繼續為僱員制定符合市場標準的薪酬，並提供吸引人的福利，包括醫療保障和保險，以及給予高於法律要求的有薪假期。

企業管治

於回顧年度，本公司繼續採用載於上市規則附錄十四的《企業管治守則》及《企業管治報告》的原則，惟下文所述的偏離行為除外：

- 根據本公司組織章程，所有非執行董事每三年須在股東周年大會輪值退任及接受重新選舉，故並無特定任期（企業管治守則條文A.4.1）。
- 由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府對國際旅遊的限制措施，董事會在本年度僅召開了三次會議（企業管治守則條文A.1.1）。
- 由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府對國際旅遊的限制措施，駐於馬尼拉的主席和董事會委員會沒有參加二零二零年年度股東周年大會。

董事

鄭則民先生因從東亞銀行有限公司退休，故已辭任本公司獨立非執行董事李國寶爵士之替任董事，並由李深女士於二零二零年九月一日起接任。除這變動外，由二零二零年八月二十五日本公司之中期報告出版後，董事會成員沒有任何變更。

CHAIRMAN'S STATEMENT 主席報告

FUTURE DIRECTION AND CHALLENGES

For 2021, the Company has outlined the following objectives:

- In Hong Kong, we will further improve profitability and work to increase our market share by maximizing the use of our resources, nurturing a winning culture within the organization, and focus more on the San Miguel brand. We will be quick to adopt to emerging consumption dynamics in our markets and will work closely with wholesalers and direct customers to ensure product availability is in line with market needs.
- In South China, we intend to take advantage of newly streamlined operations and further improve profitability by continuing to develop both our dealer and wholesaler networks in all of our markets. We will strengthen the brand equity of both the San Miguel and Dragon brands while enhancing the productivity of our sales force. We will also maintain our export business and aim to improve margins and rationalize costs.

To achieve these objectives, we will be responsive to the following risks:

While the global pandemic persists as of this writing, the arrival of COVID-19 vaccines offers hope for economic recovery. However, access as well as the timing of distribution in mainland China, Hong Kong, and Macau is yet to be determined. The occurrence of new and more infectious and/or fatal strains of COVID-19 is also something to watch out for. Improvements in domestic economic activities and our performance as a company depends critically on how fast and how efficient the vaccine roll-out is and whether there are future outbreaks.

- Political unrest in Hong Kong seems to have subsided as a result of the COVID-19 pandemic and the new security law. We will continue to monitor how the unrest will further manifest.
- The Hong Kong government will be imposing a recycling levy on glass beverage containers. When this measure is put in place, prices for our products in glass bottles may be affected, which will in turn impact consumption.

Moving forward, we reiterate our commitment to maximizing shareholder value and strengthen our brands. We have a number of dynamic strategies in place to not only help us cope with the challenges ahead, but also enable us to manage costs effectively, so we can have a strong foundation for better profitability.

未來方向及挑戰

本公司於二零二一年的目標包括：

- 在香港，我們會繼續高效使用資源，推動致勝企業文化，更集中推廣生力啤酒品牌，以進一步改善盈利和增加市場佔有率。我們也會迅速捉緊啤酒市場的新興消費模式，並加強與批發商和直銷客戶的合作，以確保產品供應與市場需求一致。
- 在華南，我們會善用新的精簡公司架構，加上繼續在市場上發展分銷商和批發商網絡，從而進一步改善盈利能力。我們會加強生力啤酒和龍啤的品牌價值，同時提升銷售團隊的生產力。我們亦會維持出口業務及致力提高邊際利率和優化成本支出。

為達到這些目標，我們會積極應對下述風險：

在撰寫此文時，全球疫情仍然持續，不過2019冠狀病毒病疫苗的送達為經濟復甦帶來希望，但是疫苗在中國內地、香港和澳門的分發及接種時間尚未確定。與此同時，新的變種2019冠狀病毒病更具傳染性／致命性，這是不容忽視的。國內經濟活動的改善及我們公司的表現將主要取決於疫苗推出的速度和效用，以及在將來會否再有疫情爆發。

- 由於2019冠狀病毒病的出現和新國安法的實施，香港的政治動盪似乎得到緩和。我們將繼續監測動盪會否進一步浮現。
- 香港政府將對玻璃飲料容器徵回收收費。當有關法例生效時，我們的玻璃瓶裝產品的價格可能會受到影響，從而影響消費。

展望未來，本公司重申我們的承諾，致力於實現股東價值最大化，並強化我們的品牌。我們訂下的各項動態策略，不但有助應對未來的挑戰，亦能有效控制成本，為未來盈利增長奠定堅實的基礎。

CHAIRMAN'S STATEMENT 主席報告

FUTURE DIRECTION AND CHALLENGES (Continued)

We will strive to ensure that our beer brands remain relevant to our consumers and customers, regardless of the occasion, their location, and lifestyle.

Apart from our sales and marketing strategies, we also have new guidelines, systems, and policies in place to ensure efficient and effective cost management, sustainable environmental management, and responsible social engagement.

We convey our sincere appreciation to our Board of Directors for their valuable guidance. We also wish to acknowledge our employees for their dedication and professionalism, and most of all, our shareholders, customers, and consumers for their continued support during this difficult time.



Ramon S. Ang
Chairman

1 March 2021

未來方向及挑戰 (續)

無論何時、何地、何種生活方式，我們將努力確保我們的啤酒品牌與消費者和客戶保持密切聯繫。

除了銷售和市場營銷策略外，我們正在推行下新指引、系統和政策，以確保能有效率和有效地管理成本，建立可持續的環境管理，並肩負企業社會責任。

我們謹此對董事會寶貴的指導表示衷心感謝。我們亦真誠感謝每位僱員的貢獻和專業精神，而最重要的是感謝各股東、客戶和消費者在這個艱難時期對我們的持續支持。



主席
蔡啓文

二零二一年三月一日



儘管在二零二零年香港整體啤酒業銷量比二零一九年同期收縮 7%，我們香港業務仍能大致維持去年本地銷量水平。

DIRECTORS' REPORT 董事會報告

To be presented at the Fifty-eighth Annual General Meeting of shareholders to be held at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong on 26 April 2021 at 3:00 p.m.

The directors submit their Annual Report together with the audited financial statements for the year ended 31 December 2020.

PRINCIPAL PLACE OF BUSINESS

The Company is a company incorporated and domiciled in Hong Kong and has its registered office and principal place of business at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong.

PRINCIPAL ACTIVITIES

The principal activities of the Company are the manufacture and distribution of bottled, canned and draught beers. The principal activities and other particulars of the Company's subsidiaries are set out in note 13 to the financial statements.

The segment analysis of the Group for the financial year is set out in note 3 to the financial statements.

MAJOR CUSTOMERS AND SUPPLIERS

The information in respect of the Group's sales and purchases attributable to the major customers and suppliers, respectively, during the year is as follows:

		Sales	Purchases
		銷售總額百分比	採購總額百分比
The largest customer	最大客戶	38.28%	
Five largest customers in aggregate	首五大客戶合計	61.99%	
The largest supplier	最大供應商		6.97%
Five largest suppliers in aggregate	首五大供應商合計		24.82%

One of the five largest suppliers and one of the five largest customers was San Miguel Corporation ("SMC") and its associates (collectively the "San Miguel Group") in which Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Mr. Ramon G. Torralba, Mr. Alonzo Q. Ancheta, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Reynato S. Puno, Mr. Carmelo L. Santiago, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi have beneficial interests to the extent that they have/had equity interests in and/or are/were directors and/or officers of the San Miguel Group.

Save as disclosed above, at no time during the year have the directors, their associates, or any shareholder of the Company (which to the knowledge of the directors owns more than 5% of the Company's share capital) had any interest in these major customers or suppliers.

此報告將於二零二一年四月二十六日下午三時正假座香港中區法院道太古廣場二期港島香格里拉大酒店五樓香島殿舉行之第五十八屆股東周年大會上提交。

董事會全人向各股東提呈截至二零二零年十二月三十一日止年度之年報及經審核財務報表。

主要營業地點

本公司是一間於香港註冊成立的公司，註冊辦事處及主要營業地點為香港新界沙田小瀝源順圍二十八號都會廣場九樓。

主要業務

本公司之主要業務為製造及分銷樽裝、罐裝及桶裝啤酒。各附屬公司之主要業務及其他細節載於財務報表附註13。

有關本財政年度本集團之類別分析，載於財務報表附註3。

主要客戶及供應商

以下所載為本年度主要客戶及供應商分別佔本集團銷售及採購數額之資料：

Percentage of the Group's total 佔本集團

生力總公司（「生力總公司」）及其關聯公司（統稱「生力集團」）為首五大供應商及首五大客戶其中之一。其中，蔡啓文先生、凱顯思先生、杜華博先生、Alonzo Q. Ancheta先生、黃思民先生、小澤史晃先生、Reynato S. Puno先生、施雅高先生、內山建二先生及山內智樹先生因擁有生力集團之股權及／或為／曾任其董事及／或高級人員而獲得利益。

除上文所披露者外，各董事、彼等之聯繫人士或任何據董事所知擁有本公司股本超過百分之五之本公司股東於本年度內概無擁有該等主要客戶或供應商之任何權益。

DIRECTORS' REPORT 董事會報告

RECOMMENDED DIVIDENDS

The directors have resolved that no final dividend be declared for the year ended 31 December 2020.

BUSINESS REVIEW AND PERFORMANCE

A fair review of the Group's business during the year, including the analysis using financial key performance indicators, and the outlook of the Group's business are provided in the Chairman's Statement section from pages 7 to 13 of this Annual Report. Description of the principal risks and uncertainties which faced the Group in 2020 can be found in the Chairman's Statement, including the financial risks mentioned in note 24 to the financial statements.

During the year ended 31 December 2020 ("the year under review"), the business term of the Company's indirect majority-owned subsidiary in the People's Republic of China ("PRC"), Guangzhou San Miguel Brewery Co., Ltd. ("GSMB"), expired on 29 November 2020 in accordance with GSMB's Articles of Association and the Joint Venture Contract between San Miguel (Guangdong) Limited ("SMG") and Guangzhou Brewery ("GB"). GSMB is an equity joint venture formed in 1990 and held as to 70% by SMG and as to 30% by GB. As a result of the expiry of its business term, GSMB ceased operations on 30 November 2020 and has commenced the liquidation process on 30 November 2020, in accordance with the applicable laws of the PRC. San Miguel (Guangdong) Brewery Co., Ltd. ("SMGB"), another PRC subsidiary of the Company that had been serving as the production source of the beer products being sold by GSMB under the "San Miguel" related trademarks, began the selling and distribution of the said beer products in the South China market commencing 30 November 2020. Announcements were made by the Company on 28 October 2020, 25 November 2020 and 30 November 2020 in this respect.

Save for those disclosed in the Chairman's Statement in this Annual Report and the foregoing, there were no other important events affecting the Group that have occurred since the end of the financial year 2020.

The Company defines stakeholders as all those who affect, and/or are affected by, its business. It embraces both internal and external stakeholders, ranging from employees, trade partners, shareholders, suppliers, government and local communities. The Company believes that engaging stakeholders is crucial for the sustainability of its business, as this does not just help the Company understand the possible risks and opportunities to its business, but also makes possible the actual mitigation of the risks and the full comprehension of the opportunities to its business. The Company also communicates with them through various channels to ensure that its stakeholders are made aware of and understand its business and/or products.

建議股息

董事會通過不派發截至二零二零年十二月三十一日止年度之末期股息。

業務審視及業績

有關本集團年內表現的中肯審視，包括運用財務關鍵表現指標進行的分析，以及本集團的業務展望在本年報第7至13頁的「主席報告」中闡述。關於本集團面對的主要風險及不明朗因素的敘述在「主席報告」中闡述，包括於財務報表附註24中披露的金融風險。

截至二零二零年十二月三十一日止年度（「回顧年度」）內，本公司在中華人民共和國（「中國」）的間接擁有多數權益的附屬公司廣州生力啤酒有限公司（「廣州生力」）的營業期限，已於二零二零年十一月二十九日根據廣州生力的組織章程及生力啤（廣東）有限公司（「生力啤廣東」）與廣州啤酒廠（「廣州啤酒廠」）之間的合資合同而屆滿。廣州生力為生力啤廣東與廣州啤酒廠於一九九零年成立的合資合營公司，並由生力啤廣東及廣州啤酒廠分別持有70%及30%。於其營業期限屆滿後，廣州生力已於二零二零年十一月三十日起結束業務，並已於二零二零年十一月三十日根據中國適用法律開始清算程序。本公司於中國的另一間附屬公司生力（廣東）啤酒有限公司（「生力（廣東）」）（以往為廣州生力以「生力」相關商標銷售的啤酒產品的生產來源）已於二零二零年十一月三十日起於華南市場銷售和分銷上述啤酒產品。本公司已就此於二零二零年十月二十八日、二零二零年十一月二十五日及二零二零年十一月三十日作出披露。

除本年報之「主席報告」及上述內容中所披露外，自二零二零年財政年度結束後，並沒有其他會影響本集團的重要事件發生。

本公司將持份者定義為所有那些影響和／或受本公司業務影響的人員。這包括內部和外部持份者，涉及僱員、業務夥伴、股東、供應商、政府和本地社區。本公司相信持份者的參與對其業務的持續發展非常重要，他們的參與不僅有助於本公司理解可能存在的風險和機遇，也幫助本公司實際減輕風險和充分理解種種機遇。本公司亦通過各種渠道與持份者進行溝通以確保他們充分意識並理解其業務和／或產品。

DIRECTORS' REPORT 董事會報告

BUSINESS REVIEW AND PERFORMANCE (Continued)

The Company endeavors to protect the environment in which it operates its business. During the year under review, there was no material non-compliance in relation to air and greenhouse gas emission, discharges into water and land, and generation of hazardous and non-hazardous wastes. The Company also endeavors to further improve the management of the different Company resources and its operations to prevent pollution and minimize waste, and is committed to continuously train and encourage all its employees to be more environmentally conscious.

During the year under review, no material non-compliance of the laws and regulations that have a significant impact on the Company was noted. In addition, a discussion on the Company's compliance with the Corporate Governance Code ("CG Code") is included in the Corporate Governance Report section from page 39 to 54 of this Annual Report. A discussion on the Company's financial statements' compliance with the Hong Kong Financial Reporting Standards, Hong Kong Companies Ordinance and the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules") is also included in note 1 to the financial statements.

CHARITABLE AND OTHER DONATIONS

Charitable and other donations made by the Group during the year amounted to HK\$16,500 (2019: HK\$28,500).

SHARE CAPITAL

Details of the share capital of the Company are set out in note 23(b) to the financial statements.

DIRECTORS

The directors of the Company as at the date of this Annual Report are set out on page 2 of this Annual Report.

During the year under review, all of the directors (including their alternate directors) served as such for the full year and none of them were appointed as directors or alternate directors after the last Annual General Meeting; with the exception of Mr. William C. M. Cheng who resigned as an alternate director to an independent non-executive director, Dr. the Hon. Sir David K.P. Li, on 1 September 2020 due to his retirement from The Bank of East Asia, Limited, and was replaced by Ms. Sum Li.

Mr. Roberto N. Huang, Mr. Ramon G. Torralba, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi, retire by rotation in accordance with Article 105 of the Company's Articles of Association at the forthcoming Annual General Meeting and, being eligible, offer themselves for re-election.

None of the directors proposed for re-election at the forthcoming Annual General Meeting has an unexpired service contract which is not determinable by the Company or any of its subsidiaries within one year without payment of compensation, other than normal statutory obligations.

業務審視及業績 (續)

本公司致力保護其營運的環境，於回顧年度內，在廢氣和溫室氣體排放、向水和土地的排污、以及有害及無害廢棄物的產生方面不存在任何重大違規情況。本公司亦致力進一步改善其對不同資源的管理及操作以避免污染並將廢棄物減到最低、並致力於持續培訓和鼓勵所有員工以便提高僱員的環保意識。

於回顧年度內，對本公司有重大影響的有關法律及規例不存在任何重大違規情況。並且，本公司遵守企業管治守則（「企業管治守則」）的情況已包括在本年報第39至54頁的「企業管治報告」。有關本公司的財務報表遵守香港財務報告準則、香港《公司條例》之規定及香港聯合交易所有限公司證券上市規則（「上市規則」）的情況亦已包括在財務報表附註1。

慈善及其他捐款

本集團於本年度內之慈善及其他捐款合共16,500港元（二零一九年：28,500港元）。

股本

有關本公司股本之詳情載列於財務報表附註23(b)。

董事

於本年報之日期各董事之名單載於第2頁。

於回顧年度內，除鄭則民先生因從東亞銀行有限公司退休而於二零二零年九月一日辭任本公司獨立非執行董事李國寶爵士之替任董事，並由李深女士接任外，全部董事（包括其替任董事）均於全年擔任董事職務，亦無董事或替任董事於上一次股東周年大會後被委任為董事。

黃思民先生、杜華博先生、內山健二先生及山內智樹先生均依據本公司組織章程第105條規定，於即將舉行之股東周年大會上輪流告退及重選連任。

擬於應屆股東周年大會上膺選連任之董事並無與本公司或其任何附屬公司簽訂本公司或其任何附屬公司不得於一年內終止而不作出賠償（一般法定賠償除外）之服務合約。

DIRECTORS' REPORT 董事會報告

DIRECTORS OF SUBSIDIARIES

The names of all directors who have served on the boards of the subsidiaries of the Company during the year ended 31 December 2020 or during the period from 1 January 2021 to the date of this Annual Report are available on the Company's website, info.sanmiguel.com.hk.

DIRECTORS' INTERESTS

The directors of the Company as of 31 December 2020 had the following personal interests in the shares of the Company, its holding companies, subsidiaries and other associated corporations (within the meaning of the Securities and Futures Ordinance ("SFO")) at that date as recorded in the register of directors' interests required to be kept under Section 352 of the SFO:

(1) INTERESTS IN ISSUED SHARES

附屬公司董事

於截至二零二零年十二月三十一日止年度或由二零二一年一月一日至本年報日期止期間，所有服務本公司附屬公司董事會的董事姓名載於本公司網站，網址為info.sanmiguel.com.hk。

董事之權益

按《證券及期貨條例》第352條規定備存之董事權益登記冊記錄所載，於二零二零年十二月三十一日之本公司董事於當日持有本公司、其控股公司、附屬公司及其他聯繫公司（定義見《證券及期貨條例》）已發行股本之實際權益如下：

(1) 已發行股本之權益

Number of ordinary shares in the Company

本公司之普通股之股份數目

Name		Number of shares held	% of total issued shares
姓名		持股數目	佔已發行股份總數之百分比
David K. P. Li	李國寶	12,000,000	3.21%

Number shares in Top Frontier Investment Holdings, Inc. Top Frontier Investment Holdings, Inc. 之股份數目

Name		Types of Shares	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
姓名		股份類別					
Ramon S. Ang	蔡啓文	Common 普通	1.00	75,887	86,658,351	86,734,238	25.907003%
Carlos Antonio M. Berba	凱願思	Common 普通	1.00	364	—	364	0.000109%
Roberto N. Huang	黃思民	Common 普通	1.00	3,039	—	3,039	0.000908%
Reynato S. Puno	Reynato S. Puno	Common 普通	1.00	500	—	500	0.000149%
Carmelo L. Santiago	施雅高	Common 普通	1.00	500	—	500	0.000149%

DIRECTORS' REPORT 董事會報告

DIRECTORS' INTERESTS (Continued)

(1) INTERESTS IN ISSUED SHARES (Continued)

Name		Types of Shares	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership	Indirect ownership	Total number of shares held	% of total issued shares 佔已發行股份總數之百分比
姓名		股份類別		直接持有	間接持有	持股數目總數	
Ramon S. Ang	蔡啓文	Common 普通	5.00	1,345,249	373,623,796	374,969,045	9.746136%
Carlos Antonio M. Berba	凱顯思	Common 普通	5.00	2,600	—	2,600	0.000068%
Roberto N. Huang	黃思民	Common 普通	5.00	42,397	—	42,397	0.001102%
Reynato S. Puno	Reynato S. Puno	Common 普通	5.00	5,000	—	5,000	0.000130%
Carmelo L. Santiago	施雅高	Common 普通	5.00	5,000	—	5,000	0.000130%

董事之權益 (續)

(1) 已發行股本之權益 (續)

Number of shares in San Miguel Corporation 生力總公司之股份數目

Number of shares in San Miguel Food and Beverage, Inc. San Miguel Food and Beverage, Inc. 之股份數目

Name		Types of Shares	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership	Indirect ownership	Total number of shares held	% of total issued shares 佔已發行股份總數之百分比
姓名		股份類別		直接持有	間接持有	持股數目總數	
Ramon S. Ang	蔡啓文	Common 普通	1.00	10	—	10	0.000000%
Roberto N. Huang	黃思民	Common 普通	1.00	10	—	10	0.000000%
Carmelo L. Santiago	施雅高	Common 普通	1.00	10	—	10	0.000000%

Note:

Other than the common shares in San Miguel Food and Beverage, Inc. ("SMFB") which were held by Mr. Carmelo L. Santiago as personal interest, all shares in SMFB were held by the directors as corporate interests.

附註：

除施雅高先生於 San Miguel Food and Beverage, Inc. (「SMFB」) 所持有之普通股為個人權益外，由董事持有之所有 SMFB 之股份均為公司權益。

DIRECTORS' REPORT 董事會報告

DIRECTORS' INTERESTS (Continued)

(1) INTERESTS IN ISSUED SHARES (Continued)

董事之權益 (續)

(1) 已發行股本之權益 (續)

Number of shares in San Miguel Brewery Inc. 生力啤酒廠公司之股份數目

Name 姓名		Types of Shares 股份類別	Par Value (Philippine pesos) 面值 (菲律賓披索)	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份 總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	1.00	5,000	—	5,000	0.000033%
Carlos Antonio M. Berba	凱顧思	Common 普通	1.00	5,000	—	5,000	0.000033%
Alonzo Q. Ancheta	Alonzo Q. Ancheta	Common 普通	1.00	10,000	—	10,000	0.000065%
Roberto N. Huang	黃思民	Common 普通	1.00	5,000	—	5,000	0.000033%
Carmelo L. Santiago	施雅高	Common 普通	1.00	5,000	—	5,000	0.000033%
Kenji Uchiyama	內山建二	Common 普通	1.00	5,000	—	5,000	0.000033%
Tomoki Yamauchi	山內智樹	Common 普通	1.00	5,000	—	5,000	0.000033%

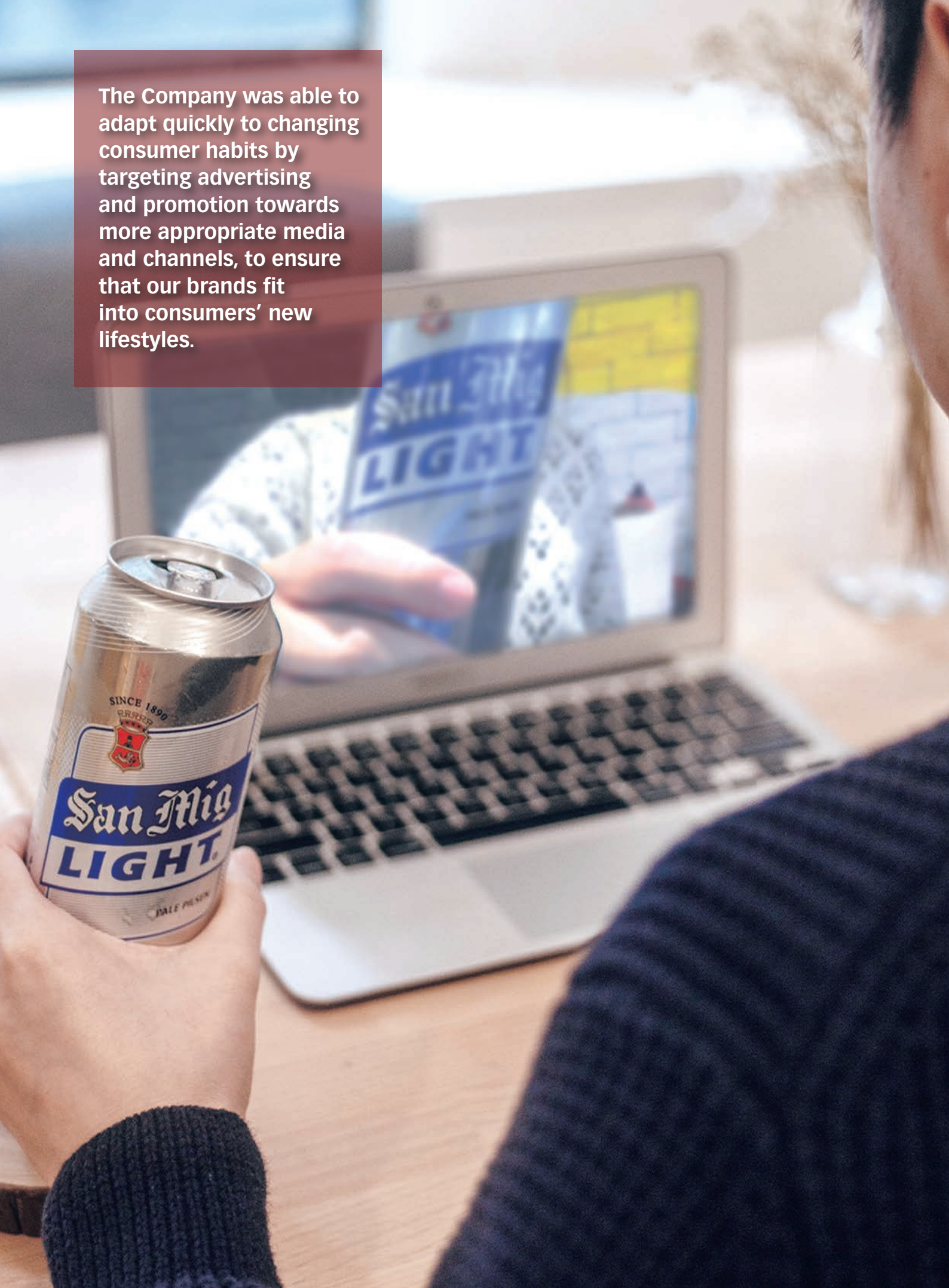
Note:

Other than the common shares in San Miguel Brewery Inc. ("SMB") which were held by Mr. Alonzo Q. Ancheta and Mr. Carmelo L. Santiago as personal interest, all common shares in SMB were held by directors as corporate interests.

附註：

除 Alonzo Q. Ancheta 先生及施雅高先生於生力啤酒廠公司 (「生力啤酒廠」) 所持有之普通股為個人權益外，由董事持有之所有生力啤酒廠之普通股均為公司權益。

The Company was able to adapt quickly to changing consumer habits by targeting advertising and promotion towards more appropriate media and channels, to ensure that our brands fit into consumers' new lifestyles.



DIRECTORS' REPORT 董事會報告

DIRECTORS' INTERESTS (Continued)

(2) INTERESTS IN UNDERLYING SHARES

As of 31 December 2020, the directors do not have interests in any underlying shares of the Company, its holding companies, subsidiaries and other associated corporations within the meaning of Part XV of the SFO.

All interests in the shares and underlying shares of the Company, its holding companies, subsidiaries and other associated corporations are long positions.

Apart from the foregoing, at no time during the year was the Company or any of its holding companies, subsidiaries or associated corporations a party to any arrangement to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Apart from the foregoing, none of the directors of the Company or any of their spouses or children under eighteen years of age has interests or short positions in the shares, underlying shares or debentures of the Company or any of its holding companies, subsidiaries or other associated corporations, as recorded in the register required to be kept under section 352 of the SFO or as otherwise notified to the Company pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers as adopted by the Company.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Company's Articles of Association, directors shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or elsewhere in relation thereto, provided that its provisions are not avoided by the Hong Kong Companies Ordinance. Such provisions were in force during the year ended 31 December 2020 and remained in force as of the date of this Annual Report.

董事之權益 (續)

(2) 於相關股份之權益

於二零二零年十二月三十一日，董事並無擁有按《證券及期貨條例》第XV部所指的本公司、其控股公司、附屬公司及其他聯繫公司任何相關股份之權益。

本公司、其控股公司、附屬公司及其他聯繫公司之所有股份及相關股份權益均屬好倉。

除上文所述外，本公司、其控股公司、附屬公司或其他聯繫公司在本年度任何時間內並無安排本公司董事購買本公司或其他公司之股份權益或債權證。

根據本公司按《證券及期貨條例》第352條而保存之登記冊，或根據上市公司董事進行證券交易的標準守則所知會本公司之記錄，除上文所提及外，各董事，其配偶或其18歲以下之子女均無擁有本公司或其任何控股公司、附屬公司或其他聯繫公司之股份、相關股份及債權證之權益或淡倉。

獲准許的彌償條文

根據本公司的組織章程，董事因執行職務或相關職責而可能承擔或蒙受之虧損及責任應獲得以本公司之資產作出之彌償保證，惟本彌償保證不違反香港《公司條例》之規定。該等條文於截至二零二零年十二月三十一日止年度期間生效，並於本年報日期繼續生效。

DIRECTORS' REPORT 董事會報告

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN SHARES AND UNDERLYING SHARES

The Company has been notified of the following interests in the Company's issued shares at 31 December 2020 amounting to 5% or more of the ordinary shares in issue:

主要股東於股份及相關股份之權益

於二零二零年十二月三十一日，本公司獲悉下列佔本公司已發行普通股之5%或以上的本公司已發行股份權益：

		Ordinary shares 普通股股份	
Substantial shareholders 主要股東		Number of ordinary shares held 所持普通股數目	% of total issued shares 佔已發行股份 總數之百分比
Iñigo Zobel (note 1)	Iñigo Zobel (附註1)	245,720,800	65.78%
Top Frontier Investment Holdings, Inc. (note 1)	Top Frontier Investment Holdings, Inc. (附註1)	245,720,800	65.78%
San Miguel Corporation (note 1)	生力總公司 (附註1)	245,720,800	65.78%
Kirin Holdings Company, Limited (note 1)	麒麟控股株式會社 (附註1)	245,720,800	65.78%
San Miguel Food and Beverage, Inc. (note 1)	San Miguel Food and Beverage, Inc. (附註1)	245,720,800	65.78%
San Miguel Brewery Inc. (note 1)	生力啤酒廠公司 (附註1)	245,720,800	65.78%
San Miguel Brewing International Limited (note 1)	生力啤酒國際有限公司 (附註1)	245,720,800	65.78%
Neptunia Corporation Limited (note 1)	立端利有限公司 (附註1)	245,720,800	65.78%
Cheung Kong (Holdings) Limited (note 2)	長江企業控股有限公司 (附註2)	23,703,000	6.34%
CK Hutchison Holdings Limited (note 2)	長江和記實業有限公司 (附註2)	23,703,000	6.34%

Notes:

- (1) Iñigo Zobel, Top Frontier Investment Holdings, Inc. ("Top Frontier"), the ultimate holding company, San Miguel Corporation ("SMC"), SMFB, Kirin Holdings Company, Limited ("Kirin") (a principal shareholder of SMB), SMB, and San Miguel Brewing International Limited ("SMBIL") are all deemed to hold the above disclosed interest indirectly through Neptunia Corporation Limited ("Neptunia") in the Company because each of Iñigo Zobel, Top Frontier, SMC, SMFB and Kirin holds more than one third of the voting power of SMB. SMB has a controlling interest in SMBIL and SMBIL has a controlling interest in Neptunia.
- (2) Conroy Assets Limited, which holds 13,624,600 shares of the Company, and Hamstar Profits Limited, which holds 10,078,400 shares of the Company, are indirect wholly owned subsidiaries of Cheung Kong (Holdings) Limited ("CKH") and CK Hutchison Holdings Limited ("CK Hutchison").

By virtue of the SFO, CKH and CK Hutchison are deemed to be interested in the shares of the Company held by Conroy Assets Limited and Hamstar Profits Limited.

附註：

- (1) 由於Iñigo Zobel、Top Frontier Investment Holdings, Inc. (「Top Frontier」)，為最終控股公司，生力總公司、SMFB及麒麟控股株式會社 (「麒麟」) (為生力啤酒廠之主要股東) 各自持有生力啤酒廠三分之一以上之投票權，生力啤酒廠持有生力啤酒國際有限公司 (「生力啤酒國際」) 之控股權益及生力啤酒國際持有立端利有限公司 (「立端利」) 之控股權益，故此Iñigo Zobel、Top Frontier、生力總公司、SMFB、麒麟、生力啤酒廠及生力啤酒國際均被視為間接透過立端利持有上述所披露於本公司之權益。
- (2) Conroy Assets Limited持有本公司13,624,600股股份及Hamstar Profits Limited持有本公司10,078,400股股份，彼等為長江企業控股有限公司 (「長江企業控股」) 及長江和記實業有限公司 (「長和」) 之間接全權擁有附屬公司。

根據《證券及期貨條例》，長江企業控股及長和均被視為擁有由Conroy Assets Limited及Hamstar Profits Limited持有之本公司股份之權益。

DIRECTORS' REPORT 董事會報告

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN SHARES AND UNDERLYING SHARES (Continued)

All the above interests in the shares and underlying shares of the Company are long positions.

Apart from the foregoing, no other interests required to be recorded in the register kept under Section 336 of the SFO have been notified to the Company

SUFFICIENCY OF PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the directors of the Company as at the date of this Annual Report, the Company has maintained the prescribed public float under the Listing Rules.

DIRECTORS' INTERESTS IN CONTRACTS

Pursuant to an agreement dated 12 June 1963, Neptunia provides technical and advisory services to the Company and may be paid a General Managers' commission. General Managers' commission has not been paid by the Company or charged by Neptunia since the 1995 financial year.

Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Mr. Ramon G. Torralba, Mr. Alonzo Q. Ancheta, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Reynato S. Puno, Mr. Carmelo L. Santiago, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi are interested parties to the above contract and to the connected transactions and continuing connected transactions below to the extent that they have/had equity interests in and/or are/were directors and/or officers of SMBIL, SMB, SMFB, SMC and/or Top Frontier, the ultimate holding company of Neptunia.

No contract of significance to which the Company or any of its holding companies, subsidiaries or associated corporations was a party, and in which a director of the Company had a material interest (other than Mr. Ramon S. Ang who has a substantial interest in the shares of Top Frontier and SMC as disclosed in the section "Directors Interests" in this report, and who accordingly abstained from the voting on the Company's entering into of these transactions), subsisted at the end of the year or at any time during the year.

主要股東於股份及相關股份之權益 (續)

上述所有本公司之股份及相關股份之權益均為好倉。

除上述外，並無其他權益須按《證券及期貨條例》第336條規定備存之登記冊通知本公司。

公眾持股量

本公司所掌握之公開資料以及就本公司董事所知，於本年報日期，本公司一直保持上市規則指定之公眾持股量。

董事於合約之權益

根據一九六三年六月十二日訂立之協議，立端利向本公司提供技術及顧問服務，並可收取總經理酬金。自一九九五年財政年度起，本公司並無支付總經理酬金，而立端利亦無向本公司收取總經理酬金。

蔡啓文先生、凱顧思先生、杜華博先生、Alonzo Q. Ancheta先生、黃思民先生、小澤史晃先生、Reynato S. Puno先生、施雅高先生、內山建二先生及山內智樹先生因擁有／或曾擁有生力啤酒國際、生力啤酒廠、SMFB、生力總公司及／或立端利之最終控股公司Top Frontier之股權及／或為／曾任該等公司之董事及／或高級人員，均可從此合約及以下關連交易及持續關連交易中獲取利益。

本公司、或其任何控股公司、附屬公司或關連公司概無於本年度終結時或年內任何時間訂立與本公司董事擁有重大權益之重要合約（除蔡啓文先生因其於Top Frontier及生力總公司持有重大股份權益（如本年報「董事之權益」中所披露）就本公司進行該等交易之決議案放棄投票外）。

有見於在家消費日增，生力啤酒品牌包括生力啤酒、生力清啤和生力黑啤，於五月至六月在連鎖超市及便利店推出名為「大放送」的全品牌推廣活動。



DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS

(1) TRADE-RELATED CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

Purchases from/sales to the San Miguel Group

In order to comply with the Listing Rules, the Company entered into an agreement with SMC on 5 March 2019 ("Agreement") with a view to renewing the agreement to carry out the trade-related continuing connected transactions from 1 January 2020 to 31 December 2022 under the same terms and conditions as those under the agreements entered into by SMC and the Company dated 11 March 2005, 6 December 2007, 11 May 2009, 15 October 2010, 7 March 2013 and 4 February 2016 in respect of such trade-related continuing connected transactions.

The Agreement, including the trade-related continuing connected transactions and the caps set for such transactions, was approved by independent shareholders at the Extraordinary General Meeting of the Company held on 26 April 2019.

Pursuant to the Agreement, the Group entered into the following trade-related continuing connected transactions during the year.

關連交易及持續關連交易

(1) 與生力集團貿易有關的持續關連交易

採購自／銷售予生力集團

為符合上市規則，本公司與生力總公司於二零一九年三月五日訂立一份協議書（「協議書」）從而更新協議於二零二零年一月一日至二零二二年十二月三十一日進行與貿易有關的持續關連交易，該協議之條款及條件與於二零零五年三月十一日、二零零七年十二月六日、二零零九年五月十一日、二零一零年十月十五日、二零一三年三月七日及二零一六年二月四日由本公司與生力總公司訂立之與貿易有關的持續關連交易的協議相同。

協議書（包括與貿易有關的持續關連交易及此等交易上限）已於二零一九年四月二十六日於本公司的股東特別大會內經獨立股東批准。

於本年度內，本集團根據協議書進行以下與貿易有關的持續關連交易。

		2020 二零二零年 Actual 實額 HK\$'000 港幣千元	2020 二零二零年 Cap 上限 HK\$'000 港幣千元
Continuing connected transactions	持續關連交易		
Purchase of packaging materials by the Group from the San Miguel Group	本集團向生力集團購買包裝材料	2,249	39,000
Purchase of packaged beer by the Group from the San Miguel Group	本集團向生力集團購買已包裝啤酒	1,191	3,100
Sales of packaged beer and non-alcoholic beverage products by the Group to the San Miguel Group, provided that such sales or distribution of packaged beer shall not be carried out in the Philippines, unless through SMB	本集團向生力集團銷售已包裝啤酒及非酒精類飲品，該產品不能於菲律賓銷售（經生力啤酒廠公司銷售除外）	212,732	285,000

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(1) TRADE-RELATED CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

(Continued)

Purchases from/sales to the San Miguel Group (Continued)

The independent non-executive directors of the Company have reviewed these continuing connected transactions and confirmed that such transactions were:

- entered into in the ordinary and usual course of business of the Group;
- conducted either on normal commercial terms or, if there are not sufficient comparable transactions to judge whether they are on normal commercial terms, on terms no less favourable to the Group than terms available to or from independent third parties; and
- in accordance with the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company and its shareholders as a whole.

The Company's auditor was engaged to report on the Group's continuing connected transactions in accordance with the Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued its unqualified letter containing the auditor's findings and conclusions in respect of the continuing connected transactions disclosed by the Group on pages 26 to 27 of this Annual Report in accordance with the Main Board Listing Rule 14A.56. A copy of the auditor's letter has been provided by the Company to The Stock Exchange of Hong Kong Limited.

關連交易及持續關連交易 (續)

(1) 與生力集團貿易有關的持續關連交易 (續)

採購自／銷售予生力集團 (續)

本公司獨立非執行董事審閱並確認該等持續關連交易乃：

- 於一般日常業務過程中進行；
- 按正常商業條款或，如果沒有足夠的交易比較判斷他們是否按正常商業條款，按不遜於本集團給予獨立第三方或從獨立第三方接受的條款訂立；及
- 按照有關協議的條款規管該等交易是公平和合理，並符合本公司及其股東之整體利益。

本公司核數師已獲委聘按照香港會計師公會頒布的《香港核證工作準則》第3000號「非審核或審閱過往財務資料的核證工作」，並參照實務說明第740號「關於香港《上市規則》所述持續關連交易的核數師函件」，對本集團的持續關連交易作出報告。根據上市規則第14A.56條，核數師已就本集團於本年報第26至27頁所披露的持續關連交易的核證結果及結論，發出無保留意見的函件。本公司已將核數師函件的副本呈交香港聯合交易所有限公司。

在二零二零年，高檔啤酒在香港市場佔有率增加，更推動及擴闊我們在高檔、特色及手工啤酒的產品組合。



DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS

GSMB is an equity joint venture formed between SMG and GB and is held as to 70% by SMG and as to 30% by GB. SMG is a 92.989%-owned subsidiary of the Company and GB is a connected person of the Company by virtue of its substantial shareholding in GSMB. To facilitate the business operations of GSMB, San Miguel International Limited ("SMIL") (a member of the San Miguel Group) and GB have each granted GSMB a licence to use their respective trademarks upon establishment of GSMB (the "SMIL Trademark Licensing Agreement" and the "GB Trademark Licensing Agreement", respectively).

Apart from the SMIL Trademark Licensing Agreement, the Group has also entered into other licence agreements with certain other members of the San Miguel Group: (i) the Neptunia Sub-licence Agreement entered into between the Company and Neptunia (an indirect subsidiary of SMC) and (ii) the SMBIL Sub-licence Agreement entered into between SMGB and SMBIL (an indirect subsidiary of SMC).

The directors (including the non-executive directors) consider that the terms of the SMIL Trademark Licensing Agreement, the Neptunia Sublicense Agreement, the SMBIL Sub-licence Agreement (collectively, the "San Miguel Group Licensing Agreements") and the GB Trademark Licensing Agreement, including their respective tenures, some of which are for more than three years, are on normal commercial terms, fair and reasonable, and that the transactions contemplated under such agreements are in the interests of the Company and the shareholders as a whole.

關連交易及持續關連交易 (續)

(2) 與廣州啤酒廠及生力集團有關特許協議之持續關連交易

廣州生力為生力啤（廣東）與廣州啤酒廠成立之合資合營公司，並由生力啤廣東及廣州啤酒廠分別持有70%及30%。生力啤廣東為本公司擁有92.989%權益之附屬公司，而廣州啤酒廠則由於其於廣州生力之重大股權而為本公司之關連人士。為方便進行廣州生力之業務，生力國際有限公司（「生力國際」）（生力集團之成員公司）與廣州啤酒廠分別授予廣州生力一項特許權，於廣州生力成立後讓廣州生力使用其各自之商標（「分別為生力國際商標特許協議及廣州啤酒廠商標特許協議」）。

除生力國際商標特許協議外，本集團亦與生力集團之若干其他成員公司訂立其他特許協議：(i)本公司與立端利（生力總公司之間接全資附屬公司）訂立之立端利再特許協議及(ii)生力廣東與生力啤酒國際（生力總公司之間接全資附屬公司）訂立之生力啤酒國際再特許協議。

董事（包括非執行董事）認為生力國際商標特許協議、立端利再特許協議、生力啤酒國際再特許協議（統稱「生力集團特許協議」）及廣州啤酒廠商標特許協議（包括個別多於三年之保用權）之條款屬一般商業條款，屬公平合理，而據此進行之特許交易符合本公司及股東整體利益。

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS (Continued)

The transactions under the San Miguel Group Licensing Agreements (which have been aggregated as a single transaction for purposes of the Listing Rules) and the GB Trademark Licensing Agreement constituted continuing connected transactions under Rule 14A.34(1) of the Listing Rules. The annual royalties payable by the Group under each of (i) the San Miguel Group Licensing Agreements and (ii) the GB Trademark Licensing Agreement shall be less than HK\$10 million for the year ended 31 December 2007 and each of the financial years during the remaining term of the relevant licence/sub-licence agreements. Based on this proposed cap, the transactions under each of (i) the San Miguel Group Licensing Agreements and (ii) the GB Trademark Licensing Agreement are only subject to the reporting and announcement requirements and are exempt from the independent shareholders' approval requirement.

An announcement was made by the Company on 19 September 2007 in this respect.

In relation to the SMIL Trademark Licensing Agreement and the Neptunia Sub-licence Agreement, as per the payment instructions of SMC dated 18 December 2000, all royalties receivable from GSMB and the Company have been assigned and transferred to SMBIL effective 1 January 2000 until further notice.

On 1 April 2010, a Deed of Assignment was entered into between SMIL, SMBIL and GSMB pursuant to which SMIL agreed to assign, transfer and convey in favour of SMBIL all of SMIL's rights, title and interest over the SMIL Trademark Licensing Agreement. Both SMBIL and GSMB consented to such assignment pursuant to the Deed of Assignment.

After the assignment, SMBIL became the licensor of the trademarks licensed to GSMB under the SMIL Trademark Licensing Agreement. All other terms of the SMIL Trademark Licensing Agreement as assigned to SMBIL remain unchanged. The transaction contemplated under the SMIL Trademark Licensing Agreement as assigned to SMBIL continues to constitute a continuing connected transaction for the Company under the Listing Rules.

關連交易及持續關連交易 (續)

(2) 與廣州啤酒廠及生力集團有關特許協 議之持續關連交易 (續)

就上市規則第 14A.34(1) 條而言，生力集團特許協議（累計為一項單一交易）及廣州啤酒廠商標特許協議項下之交易構成本公司之持續關連交易。本集團根據各 (i) 生力集團特許協議及 (ii) 廣州啤酒廠商標特許協議，於截至二零零七年十二月三十一日止年度及相關特許／再特許協議餘下年期各財政年度各自應付之全年專利權費將少於 10,000,000 港元。根據建議上限，各 (i) 生力集團特許協議以及 (ii) 廣州啤酒廠商標特許協議與生力集團進行之交易將僅須申報及公佈規定，並獲豁免有關獨立股東批准之規定。

於二零零七年九月十九日，本公司已就此作出披露。

根據於二零零零年十二月十八日生力總公司之付款指示，就有關生力國際商標特許協議及立端利再特許協議，由二零零零年一月一日起，所有由廣州生力及本公司之專利權費將授予及轉予生力啤酒國際，直至另行通告為止。

於二零一零年四月一日，生力國際、生力啤酒國際及廣州生力訂立轉讓契據，據此，生力國際同意將生力國際擁有之商標特許協議之所有權利、所有權及權益轉讓、轉移及轉易予生力啤酒國際。生力啤酒國際及廣州生力同意根據轉讓契據進行該項轉讓。

於轉讓後，根據商標特許協議，生力啤酒國際成為授予廣州生力商標特許權之特許持有人。商標特許協議之所有其他條款均維持不變。按照上市規則，根據商標特許協議擬進行之交易繼續構成本公司之持續關連交易。

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS (Continued)

An announcement was made by the Company on 1 April 2010 in this respect.

The amount of royalties paid to GB and the San Miguel Group for the year ended 31 December 2020 were HK\$1,647,000 and HK\$948,000 respectively (2019: HK\$1,823,000 and HK\$1,041,000).

In anticipation of the expiration of the Neptunia Sub-licence Agreement on 1 January 2021, an Extension Letter was signed by Neptunia and by the Company on 2 November 2020 to extend the term of the Neptunia Sub-licence Agreement for one year from 1 January 2021 to 31 December 2021 at nil consideration. Save for such extension, all other terms of the Neptunia Sub-licence Agreement remain unchanged.

An announcement was made by the Company on 2 November 2020 in this respect.

As mentioned in the Business Review and Performance section on pages 16 to 17 of this Annual Report, the business term of GSMB expired on 29 November 2020. As a result of the expiry of the business term of GSMB, the SMIL Trademark Licensing Agreement and the GB Trademark Licensing Agreement have been terminated as of the end of day on 29 November 2020, and GSMB's business operations ceased on 30 November 2020. Following GSMB's cessation of business operations, SMGB, another PRC subsidiary of the Company that had been serving as the production source of the beer products being sold by GSMB under the "San Miguel" related trademarks, began the selling and distribution of the said beer products in the South China market commencing 30 November 2020. In view thereof, on 30 November 2020, SMBIL and SMGB entered into a new trademark licensing agreement (the "New SMBIL Trademark License Agreement"). The territorial coverage, licensed trademarks, rate and manner of computation of royalties under the New SMBIL Trademark License Agreement, among others, are essentially the same as those under the terminated SMIL Trademark Licensing Agreement. An announcement was made by the Company on 30 November 2020 in this respect.

關連交易及持續關連交易 (續)

(2) 與廣州啤酒廠及生力集團有關特許協議之持續關連交易 (續)

於二零一零年四月一日，本公司已就此作出披露。

於截至二零二零年十二月三十一日止年度，支付予廣州啤酒廠及生力集團之專利權費分別為1,647,000港元及948,000港元（二零一九年：1,823,000港元及1,041,000港元）。

鑒於立端利再特許協議將於二零二一年一月一日失效，立端利與本公司於二零二零年十一月二日簽署延長函件，以將立端利再特許協議之年期無償進一步延長一年，由二零二一年一月一日起至二零二一年十二月三十一日止。除該延長外，立端利再特許協議之所有其他條款均維持不變。

於二零二零年十一月二日本公司已就此作出披露。

如本年報第16至17頁的業務審視及業績所述，因廣州生力的營業期限已於二零二零年十一月二十九日屆滿，生力國際商標特許協議及廣州啤酒廠商標特許協議已於二零二零年十一月二十九日結束，廣州生力亦已於二零二零年十一月三十日起結束業務。本公司於中國的另一間附屬公司生力（廣東）（以往為廣州生力以「生力」相關商標銷售的啤酒產品的生產來源）已於二零二零年十一月三十日起於華南市場銷售和分銷上述啤酒產品。鑑於此，於二零二零年十一月三十日，生力啤酒國際及生力（廣東）訂立新生力啤酒國際商標特許協議（「新生力啤酒國際商標特許協議」）。新生力啤酒國際商標特許協議中的地域範圍、許可商標、專利權費的費率和計算方式等與已終止的生力國際商標特許協議中的內容基本相同。本公司已就此於二零二零年十一月三十日作出披露。

DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS (Continued)

The independent non-executive directors of the Company have reviewed these continuing connected transactions and confirmed that such transactions were:

- entered into in the ordinary and usual course of business of the Group;
- conducted either on normal commercial terms or, if there are not sufficient comparable transactions to judge whether they are on normal commercial terms, on terms no less favourable to the Group than terms available to or from independent third parties; and
- in accordance with the relevant agreement governing them on terms that are fair and reasonable and in the interests of the Company and its shareholders as a whole.

The Company's auditor was engaged to report on the Group's continuing connected transactions in accordance with the Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued their unqualified letter containing the auditor's findings and conclusions in respect of the continuing connected transactions disclosed by the Group on pages 29 to 32 of this Annual Report in accordance with Main Board Listing Rule 14A.56. A copy of the auditor's letter has been provided by the Company to The Stock Exchange of Hong Kong Limited.

關連交易及持續關連交易 (續)

(2) 與廣州啤酒廠及生力集團有關特許協議之持續關連交易 (續)

本公司獨立非執行董事審閱並確認該等持續關連交易乃：

- 於一般日常業務過程中進行；
- 按正常商業條款或，如果沒有足夠的交易比較判斷他們是否按正常商業條款，按不遜於本集團給予獨立第三方或從獨立第三方接受的條款訂立；及
- 按照有關協議的條款規管該等交易是公平和合理，並符合本公司及其股東之整體利益。

本公司核數師已獲委聘按照香港會計師公會頒布的《香港核證工作準則》第3000號「非審核或審閱過往財務資料的核證工作」，並參照實務說明第740號「關於香港《上市規則》所述持續關連交易的核數師函件」，對本集團的持續關連交易作出報告。根據上市規則第14A.56條，核數師已就本集團於年報第29至32頁所披露的持續關連交易的核證結果及結論，發出無保留意見的函件。本公司已將核數師函件的副本呈交香港聯合交易所有限公司。

Riding on the uptrend of the premium segment, the Company launched San Miguel Cerveza Blanca, our new wheat beer offering, in December 2020.



DIRECTORS' REPORT 董事會報告

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(3) OTHER CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

The Group purchased brewing materials and other materials from the San Miguel Group during the year, which amounted to HK\$793,000 (2019: HK\$38,000). The Group also sold raw materials and packaging materials to subsidiaries of SMC during the year, which amounted to HK\$16,000 (2019: HK\$12,000). These transactions are exempt from all the reporting, announcement and independent shareholders' approval requirements according to Chapter 14A.76(1) of the Listing Rules (De minimis transactions). Also, as set out in note 26(a) to the financial statements, interest expense of HK\$2,238,000 (2019: HK\$4,303,000) was paid for the loan from an intermediate holding company. These transactions are also exempt from the reporting, announcement and independent shareholders' approval requirement according to the Chapter 14A.90 of the Listing Rules.

The Group has complied with the requirements set out in Chapter 14A of the Listing Rules in respect of the continuing connected transactions and connected transactions stated above.

關連交易及持續關連交易 (續)

(3) 與生力集團之其他關連交易

於本年度內，本集團向生力集團採購釀製材料及其他材料793,000港元（二零一九年：38,000港元）。於本年度內，本集團亦向生力總公司之附屬公司出售原料及包裝材料16,000港元（二零一九年：12,000港元）。根據上市規則第14A.76(1)章「最低豁免水平交易」，該等交易獲豁免遵守有關申報、公告及獨立股東批准的規定。並如財務報表附註26(a)中披露，利息支出2,238,000港元（二零一九年：4,303,000港元）乃自中介控股公司的貸款。彼等交易根據上市規則第14A.90章獲豁免遵守有關申報、公告及獨立股東批准的規定。

就有關上述的持續關連交易及關連交易，本集團已遵守上市規則第14A章的規定。

DIRECTORS' REPORT 董事會報告

EMPLOYEE RETIREMENT PLANS

The Company and its subsidiaries in Hong Kong have sponsored a noncontributory defined benefit scheme, The San Miguel Brewery Hong Kong Limited Retirement Fund ("Fund"), which covers local permanent employees, and was registered in September 1995 under the Occupational Retirement Schemes Ordinance. The Fund's assets are held in trust and administered by a trustee. The members' benefits are determined based on the employees' final remuneration and length of service. Contributions to the Fund are made in accordance with the recommendations of independent actuaries who value the retirement scheme at regular intervals, usually triennially.

The Fund was granted exemption from the Mandatory Provident Fund ("MPF") regulations by the MPF Scheme Authority on 24 July 2000, following modifications to the Fund benefits which comply with MPF regulations.

The latest actuarial assessment of the Fund was carried out as at 1 January 2021 and the results were as follows:

- (1) the latest actuarial assessment of the Fund was prepared by independent qualified staff of Mercer (Hong Kong) Limited. In the actuarial valuation, the attained age method was used. Other major assumptions used in the valuation were: investment return of 3% per annum; long-term salary escalation of 4% per annum; mortality rates under the 2019 Hong Kong Life Tables; normal retirement age of 60 years; and early retirement rates allowed between the ages 55 to 60 years;
- (2) the unaudited market value of the Fund assets was HK\$111,077,000 as at 1 January 2021;
- (3) the minimum level of funding as recommended by the actuary of the Fund was 4.6% of salaries for 2021, 2022 and 2023; and
- (4) the solvency surplus was HK\$15,042,000, i.e., the obligation under the Fund was 116 % covered by the Fund's assets, as at 1 January 2021.

Particulars of the employee retirement plans of the Company and the Group are set out in note 20 to the financial statements.

僱員退休金計劃

本公司及其香港附屬公司均為僱員提供非供款的界定福利退休金計劃，名為香港生力啤酒廠有限公司退休基金（「基金」）。本基金包含本地全職僱員，並於一九九五年九月根據職業退休計劃條例註冊。基金資產被託管及由信託人管理。基金的福利乃根據僱員之最後薪金及其服務年期計算。基金之供款乃根據獨立精算師之建議而釐定。精算師定期為此計劃作出評估，一般為每三年評估一次。

基金福利經修訂後已符合強積金條例，並已於二零零零年七月二十四日獲得強制公積金計劃管理局的豁免。

最近一次基金精算評估於二零二一年一月一日進行，結果如下：

- (1) 最近一次基金精算評估由美世（香港）有限公司之獨立專業合資格人員進行。精算評估採用到達年齡正常成本法。估值時所採用之其他主要假設為：投資回報每年3%；長期薪金每年增長4%；二零一九年香港人之死亡率；正常退休年齡為60歲；以及由55至60歲的提前退休比率；
- (2) 基金之資產於二零二一年一月一日之未審核市值為111,077,000港元；
- (3) 基金的精算師建議在二零二一年、二零二二年和二零二三年之最低供款比率為薪金之4.6%；及
- (4) 基金的償債結餘為15,042,000港元。即此基金於二零二一年一月一日之償債責任的116%獲其資產保障。

本公司及本集團之僱員退休金計劃詳情載於財務報表附註20。

DIRECTORS' REPORT 董事會報告

LIQUIDITY AND FINANCIAL RESOURCES

The Group's working capital at 31 December 2020 was net current assets of HK\$113,520,000 compared with HK\$98,622,000 as at 31 December 2019.

The Group's cash and bank deposits (excluding pledged deposits) as at 31 December 2020 were HK\$156,109,000 (2019: HK\$129,393,000) and are sufficient to fund working capital requirements and capital expenditure in 2020.

LOANS

The Group has a loan from an intermediate holding company of HK\$89,035,000 (2019: HK\$102,230,000) and a loan from a related company of HK\$3,854,000 (2019: Nil). Total borrowings at 31 December 2020 for the Group were HK\$92,889,000 (2019: HK\$102,230,000).

Particulars of the loan from an intermediate holding company and the loan from a related company of the Company and the Group as at 31 December 2020 are set out in note 19 to the financial statements.

FIVE YEAR SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out on page 144 of this Annual Report.

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

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

CODE OF BEST PRACTICE

Principal corporate governance practices adopted by the Company are set out in the Corporate Governance section on pages 39 to 54 of this Annual Report.

CONFIRMATION OF INDEPENDENCE

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

流動資金及財務資源

於二零二零年十二月三十一日本集團之營運資金為流動資產淨值113,520,000港元，而於二零一九年十二月三十一日則為流動資產淨值98,622,000港元。

於二零二零年十二月三十一日本集團之現金及銀行存款（不包括抵押存款）為156,109,000港元（二零一九年：129,393,000港元），足以為二零二零年提供營運資金及資本開支。

貸款

本集團與一間中介控股公司有貸款89,035,000港元（二零一九年：102,230,000港元）及與一間關連公司有貸款3,854,000港元（二零一九年：無）。於二零二零年十二月三十一日本集團之借款總額為92,889,000港元（二零一九年：102,230,000港元）。

有關本公司及本集團於二零二零年十二月三十一日之中介控股公司之貸款及關連公司之貸款詳情載於財務報表附註19。

五年賬目摘要

本集團過去五年之業績、資產及負債摘要，載於本年報第144頁。

買賣或贖回本公司之上市證券

年內本公司或其任何附屬公司概無購回、出售或贖回任何上市證券。

最佳應用守則

有關本公司遵守公司管治常規的重點載於本年報第39至54頁中之企業管治部分。

確認獨立性

根據上市規則第3.13條所載的指引，每名獨立非執行董事已向本公司確認於本年度之獨立性，本公司認為所有獨立非執行董事確屬獨立人士。

DIRECTORS' REPORT 董事會報告

AUDITORS

KPMG retire and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of KPMG as auditors of the Company is to be proposed at the forthcoming Annual General Meeting.

By order of the board



Ramon S. Ang
Chairman

Hong Kong, 1 March 2021

核數師

畢馬威會計師事務所任滿告退並願受聘連任。有關續聘畢馬威會計師事務所擔任本公司核數師之決議案將於應屆股東周年大會上提呈。

承董事會命



主席
蔡啓文

香港，二零二一年三月一日

更集中推廣生力啤酒品牌，
以進一步改善盈利和增加
市場佔有率。



CORPORATE GOVERNANCE REPORT 企業管治報告

COMMITMENT TO CORPORATE GOVERNANCE

The Company is committed to maintaining compliance with statutory and regulatory standards and adherence to the principles of corporate governance emphasizing transparency, independence, accountability, responsibility and fairness. The board and the senior management of the Company ensure that effective self-regulatory practices exist to protect the interests of the shareholders of the Company. These include a board comprised of high calibre members, board committees and effective internal systems and controls.

The Company has applied the principles set out in the CG Code throughout year under review as contained in Appendix 14 of the Listing Rules, save for the deviation discussed below:

- All of the non-executive directors are not appointed for a specific term (Code Provision A.4.1 of the CG Code) but are subject to retirement by rotation at least once every three years and re-election at the annual general meeting in accordance with the Company's Articles of Association.
- The board only met three times during the year under review (Code Provision A.1.1 of the CG Code), and the chairman of the board and chairmen of the board committees, who are based in Manila (Code Provision E.1.2) were not able to attend the Annual General Meeting in 2020, due to the COVID-19 pandemic and regulations introduced by the HKSAR government and the Philippine government to prevent the spread of the COVID-19 pandemic. Matters for board action were circulated to the directors by written resolutions instead and the chairman of the board was immediately apprised or updated of the events which transpired during the Annual General Meeting.

The following sections set out the principles in the CG Code as they have been applied by the Company, including any deviation therefrom, for the year under review.

THE BOARD

As at 31 December 2020, the board is comprised of twelve directors (one executive director, who is the managing director, seven non-executive directors and four independent non-executive directors) who possess the skills, experience and expertise either in the same industry or relevant to the management of the business of the Group. The biographies of the directors are set out from pages 56 to 63 of this Annual Report under the "Directors and Management Executives" section. There is no financial, business, family or other material or relevant relationship among the members of the board.

致力維持企業管治水平

本公司致力維持有關法定及監管標準，並緊守企業管治之原則，強調透明度、獨立、問責、責任及公平。本公司的董事會及高級管理人員確保訂有有效的自我監管常規，以保障本公司股東的利益，當中包括由極出色之成員組成的董事會、董事委員會及有效的內部制度及監控。

於回顧年度，本公司一直採用載於上市規則附錄十四的企業管治守則所載的原則，惟下文所述的偏離行為除外：

- 根據本公司的組織章程，所有非執行董事每三年最少一次須在股東周年大會輪值退任及接受重新選舉，故並無特定任期（企業管治守則條文A.4.1項）
- 由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府為防止傳播2019冠狀病毒推行的限制措施，董事會在本年度僅召開了三次會議（企業管治守則條文A.1.1項），而駐於馬尼拉的主席和董事會委員會的主席亦未能出席二零二零年年度股東周年大會（企業管治守則條文E.1.2項）。董事會事項以書面決議案的形式分發給董事，而股東周年大會期間發生的事件亦已立即向董事會主席告知或報告。

以下各節載述本公司於回顧年度內應用該企業管治守則的標準，包括任何偏離行為。

董事會

於二零二零年十二月三十一日，董事會包括十二位董事（一位執行董事兼董事總經理，七位非執行董事及四位獨立非執行董事），彼等具有在相同行業或與本集團之業務管理有關之技能、經驗及專長。董事之履歷載於本年報第56頁至第63頁之「董事及行政管理人員」一節內。董事與董事會成員概無任何財務、業務、親屬或其他重大或相關之關係。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD (Continued)

The management and control of the business of the Company is vested in its board. It is the duty of the board to create value for the shareholders of the Company, establish the Company's strategic direction, set the Company's objectives and plan in accordance therewith, and provide leadership and ensure availability of resources in the attainment of such objectives. The board is bound to manage the Company in a responsible and effective manner, and therefore every director ensures that he carries out his duty in good faith and in compliance with the standards of applicable laws and regulations, and acts in the best interests of the Company and its shareholders at all times.

The board and the executive management have clearly defined responsibilities under various internal control and checks-and-balance mechanisms. The board has delegated a schedule of responsibilities to the executive management of the Company. These responsibilities include: implementation of the decisions of the board and organisation and direction of the day-to-day operation and management of the Company in accordance with the management strategies and plans approved by the board; preparation and monitoring of annual production plans and operating budget; and control, supervision and monitoring of capital, technical and human resources.

The board held three meetings during the year under review. The chief finance officer and company secretary attended all the scheduled board meetings to report matters arising from corporate governance, risk management, statutory compliance, accounting and finance, and kept detailed minutes of each meeting which are available for all directors. At the meetings, the directors discussed and formulated overall strategies for the Company, monitored financial performance and discussed the annual and interim results, as well as other significant matters. Daily operational matters are delegated to management.

At least fourteen days of notice of all board meetings was given to all directors, and all directors were given the opportunity to include matters for discussion in the agenda. An agenda and accompanying board papers are sent in full to all directors at least three days before every board meeting.

董事會 (續)

本公司業務的管理及監控歸屬於董事會。董事會的職責在於為本公司股東創造價值，訂下本公司的策略方向，以此設定本公司的目標及計劃，領導員工並確保本公司具備所需資源以達成該等目標。董事會須盡責兼有效地管理本公司，因此，每位董事均須確保其本著真誠履行職責，符合適用法律及規例的標準，並時刻為本公司及其股東的最佳利益行事。

在各項內部監控及權力制衡機制下，董事會與執行管理層的職責均有清晰的界定。董事會已將一部分責任轉授予本公司執行管理層。該等責任包括：執行董事會的決定，根據董事會所批准的管理策略及計劃，組織及指示本公司的日常運作和管理；編撰及監察每年生產計劃及營運預算；以及控制、督導及監察資本、技術及人力資源。

於回顧年度內，董事會曾舉行三次會議。財務總裁兼公司秘書出席了所有預定董事會會議，以報告有關企業管治、風險管理、法例遵守、會計及財務方面的事宜，並保存每個會議的詳細記錄以供所有董事參閱。會議中，董事為本公司研究及制定一切策略，監督財政表現，討論中期及年度業績，以至其他重要事項。日常營運業務則委託管理層。

所有董事會會議通告皆不少於14天前送達全體董事，而董事們均可提出商討事項並列入會議議程。每個董事會會議前，全部議程及相關文件不少於三天前送交全體董事。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD (Continued)

The number of board meetings and committee meetings attended by each director during the year under review is set out in the following table. Figure in brackets indicates the maximum number of meetings in the period in which the individual was a board member or board committee member (as the case may be).

董事會 (續)

於回顧年度內，各董事出席董事會會議及委員會會議的次數載於下表。括號內的數字指有關人士為董事會成員或董事委員會成員（視屬何情況而定）期間內的最多會議次數。

	Note	Scheduled board meetings	Audit committee meetings	Remuneration committee meetings	Nomination committee meetings	Annual General Meeting
	附註	預定董事會會議	審核委員會會議	薪酬委員會會議	提名委員會會議	股東周年大會
Independent non-executive directors						
Alonzo Q. Ancheta		3/(3)	2/(2)	N/A	0/(0)*	0/(1)
David K.P. Li		3/(3)	2/(2)	2/(2)	0/(0)*	0/(1)
Carmelo L. Santiago		2/(3)	1/(2)	1/(2)	0/(0)*	0/(1)
Reynato S. Puno		3/(3)	N/A	2/(2)	0/(0)*	0/(1)
William C. M. Cheng (Alternate to David K.P. Li)						
鄭則民 (李國寶之替任董事)	(1)	0/(2)	0/(2)	0/(1)	0/(0)*	0/(1)
Sum Li (Alternate to David K.P. Li)						
李深 (李國寶之替任董事)	(2)	0/(1)	N/A	0/(1)	0/(0)*	N/A
Executive director						
Ramon G. Torralba (Managing Director)		3/(3)	N/A	N/A	N/A	1/(1)
杜華博 (執行董事)						
Non-executive directors						
Ramon S. Ang (Chairman)		3/(3)	N/A	N/A	N/A	0/(1)
蔡啓文 (主席)						
Carlos Antonio M. Berba (Deputy Chairman)		3/(3)	N/A	2/(2)	N/A	0/(1)
凱顯思 (副主席)						
May (Michelle) W. M. Chan		2/(3)	N/A	N/A	N/A	0/(1)
陳雲美						
Roberto N. Huang		3/(3)	N/A	2/(2)	N/A	0/(1)
黃思民						
Fumiaki Ozawa		3/(3)	N/A	N/A	N/A	0/(1)
小澤史晃						
Kenji Uchiyama		3/(3)	N/A	N/A	0/(0)*	0/(1)
內山建二						
Tomoki Yamauchi		3/(3)	N/A	N/A	N/A	0/(1)
山內智樹						

* No nomination committee meeting was held during the year under review.

* 於回顧年度內提名委員會並沒有召開會議。

Notes:

附註：

- Resigned as alternate director to Dr. the Hon. Sir David K.P. Li on 1 September 2020.
- Appointed as alternate director to Dr. the Hon. Sir David K.P. Li on 1 September 2020.

- 於二零二零年九月一日辭任李國寶爵士之替任董事。
- 於二零二零年九月一日獲委任為李國寶爵士之替任董事。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

The chairman of the board is Mr. Ramon S. Ang. The chief executive officer (or managing director, in the case of the Company) is Mr. Ramon G. Torralba. The chairman's and the managing director's roles are clearly defined to ensure their independence, accountability and responsibility.

The chairman takes the lead in formulating overall strategies and policies of the Company; ensures the effective performance by the board of its functions, including compliance with good corporate governance practices; and encourages and facilitates active contribution of directors in board activities and constructive relations between executive and non-executive directors. The chairman also ensures effective communication with shareholders of the Company and receipt by the directors of adequate and complete information. The role of deputy chairman is carried out by Mr. Carlos Antonio M. Berba.

The managing director, supported by other board members and the senior management, is responsible for managing the day-to-day business of the Company. He is also accountable to the board for the implementation of the Company's overall strategies, and coordination of overall business operations.

DIRECTORS AND DIRECTORS' INDEPENDENCE

As at the date of this Annual Report, the board consists of eleven non-executive directors and one executive director. Four of the non-executive directors are independent. Further details of the composition of the board can be found in the section entitled "The Board" of this Annual Report.

All of the non-executive directors are not appointed for a specific term, but are subject to retirement by rotation and re-election at the annual general meetings in accordance with the Company's Articles of Association.

Under the Company's Articles of Association, one-third of the directors, as well as directors who at an annual general meeting of the Company shall have been a director at each of the preceding two annual general meetings and were not elected or re-elected at either annual general meetings, and who has not ceased to be a director and been re-elected at or since either at such annual general meetings, are subject to retirement, rotation and reelection at each annual general meeting.

NON-EXECUTIVE DIRECTORS

Non-executive directors are expected to participate in the activities of the board, particularly in the establishment of a selection process to ensure a mix of competent directors and officers; adoption of a system of internal checks and balances; scrutiny of the Company's performance in achieving agreed corporate goals and objectives; and ensuring that the exercise of board authority is within the powers conferred to the board under its Articles of Association, by-laws and applicable laws, rules and regulations.

主席與行政總裁

董事會主席為蔡啓文先生，而行政總裁（在本公司為執行董事）為杜華博先生。主席與執行董事的角色均有清晰界定，以確保其獨立、問責及責任性。

主席帶領制訂本公司的整體策略及政策；確保董事會有效發揮其功能，包括遵守良好企業管治常規；以及鼓勵董事積極參與董事會活動及建立執行董事與非執行董事之間的良好關係。主席亦確保與本公司股東有效溝通，而董事亦收到足夠及齊備的資料。副主席的角色由凱顯思先生擔任。

執行董事在其他董事會成員及高級管理人員的支持下負責管理本公司的日常業務。彼亦須向董事會承擔本公司的整體策略的實行以及在整體業務運作上的協調工作。

董事及董事的獨立性

截至本年報日期，董事會包括十一位非執行董事及一位執行董事。其中四位非執行董事為獨立非執行董事。詳細的董事會組織可以參閱本年報上文「董事會」部份。

所有非執行董事的委任並無指定任期，但根據本公司的組織章程須在股東周年大會上輪值退任及接受重新選舉。

根據本公司的組織章程細則，三分之一的董事及在本公司股東周年大會上已於前兩次股東周年大會為董事，並且未在該等任何一次股東周年大會當選或連任，及未曾於該年度或以前的股東周年大會上不再出任董事及當選連任，均須在每次股東周年大會上須卸任、輪換及接受重新選舉。

非執行董事

非執行董事須參與董事會活動，尤其是在設立遴選程序以確保董事及高級人員由能幹的人士組成；採納內部權力制衡制度；檢查本公司在達到協定的企業指標及目標方面的表現；以及確保董事會在根據其組織章程細則、附例及適用法律、規及規例賦予董事會的權力範圍內行使其權力。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIRECTORS AND DIRECTORS' INDEPENDENCE (Continued)

INDEPENDENT NON-EXECUTIVE DIRECTORS

The independent non-executive directors of the Company are highly skilled professionals with a broad range of expertise and experience in the fields of accounting, finance and business. Their skills, expertise and number in the board ensure that strong independent views and judgment are brought in the board's deliberations and that such views and judgment carry weight in the board's decision-making process. Their presence and participation also enable the board to maintain high standards of compliance in financial and other mandatory reporting requirements, and provide adequate checks and balances to safeguard the interests of shareholders of the Company and the Company.

Each independent non-executive director gives the Company an annual confirmation of his independence. The Company considers such directors to be independent under the guidelines set out in Rule 3.13 of the Listing Rules.

Each director, upon reasonable request, is given access to independent professional advice in circumstances he may deem appropriate and necessary for the discharge of his duties to the Company, at the expense of the Company.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The directors acknowledge their responsibility for preparing all information and representations contained in the financial statements of the Company for the year under review. The directors consider that the financial statements have been prepared in conformity with the generally accepted accounting standards in Hong Kong, and reflect amounts that are based on the best estimates and reasonable, informed and prudent judgment of the board and management with an appropriate consideration to materiality. As at 31 December 2020, the directors, having made appropriate enquiries, are not aware of any material uncertainties relating to events or conditions which may cast significant doubt upon the Company's ability to continue as a going concern. Accordingly, the directors have prepared the financial statements of the Company on a going concern basis.

The responsibilities of the external auditors with respect to financial reporting are set out in the section of "Independent Auditor's Report" on pages 134 to 140 of this Annual Report.

董事及董事的獨立性 (續)

獨立非執行董事

本公司獨立非執行董事均為在會計、財務及商界等廣具專業知識及經驗的高技巧專業人員。彼等的技能、專業知識及在董事會的數目，確保具高獨立性的意見及判斷以供董事會商討，而有關意見及判斷在董事會的決策過程中亦具有影響力。彼等的出席及參與亦使董事會能嚴格遵守財務及其他強制報告規定，並提供足夠權力制衡，保障本公司股東及本公司的利益。

每名獨立非執行董事，每年均向本公司確認其獨立性。根據上市規則第3.13條所載的指引，本公司認為有關董事確屬獨立人士。

每位董事按合理要求，可在其可能認為適當或有需要的情況下尋求獨立專業意見，以履行其對本公司的責任，費用由本公司支付。

董事對財務報表的責任

董事承認彼等有編製本公司回顧年度內的財務報表所載的一切資料及陳述的責任。董事認為，財務報表已遵照香港公認會計守則編製，並反映根據董事會及管理層的最佳估計，合理、知情及審慎地判斷，已適當考慮到重要事項後所得的數額。於二零二零年十二月三十一日，據董事經適當查詢後所知，並無任何重要事件或情況可能質疑本公司持續經營的能力。因此，董事已按持續經營基準編製本公司的財務報表。

外聘核數師就有關財務報告的責任載於本年報第134頁至第140頁的「獨立核數師報告」部份。

CORPORATE GOVERNANCE REPORT 企業管治報告

INTERNAL CONTROL, RISK MANAGEMENT AND INTERNAL AUDIT FUNCTION

The Company performed the High Level Risk Assessment for the Group and enhanced the Group's framework for its risk management and internal control system. Key business objectives and risk parameters were updated and determined to assess the level of inherent risk.

Based on these business objectives and risk parameters, the key risks of the Group and improvement opportunities to address these risks were identified. The Group's internal controls in place were also tested and evaluated so as to determine its effectiveness and the level of residual risk.

The Group's risk management framework is based on the "Three Lines of Defense" model.

1. The Management team is responsible for the continuous identification, assessment, monitoring and reporting of risks and opportunities in their respective areas; the planning and implementation of actions to manage these risks; and escalation of these risks to the Managing Director and Business Control team that exceed the tolerance limits.
2. The Business Control team conducts periodic review and challenge of top risks impacting the Group's strategic objectives; escalates the top risks to senior management and through them, to the Audit Committee and the board for their review; and facilitates the risk management process.
3. The Group Internal Audit Function provides assurance over the effectiveness of controls in place to manage risk.

For 2020, the board has conducted a review of the Company's internal control systems, including financial, operational and compliance control and risk management functions and assessed the effectiveness of internal control by considering reviews performed by the audit committee, executive management, external advisor and internal auditors. It considered that the Group's risk management and internal control system was effective and adequate.

The board acknowledges that it has the overall responsibility for maintaining sound and effective risk management and internal control systems to safeguard the Group's assets and shareholders' interests, as well as for reviewing their effectiveness. However, the Group's risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and only provide reasonable and not absolute assurance against material misstatement or loss.

內部監控、風險管理及內部審核功能

本公司為本集團進行高程度風險評估及加強本集團風險管理及內部監控制度的架構。內在風險程度已透過更新及確定重要的業務目標及風險來源作評估。

根據該等業務目標及風險來源，本集團已識別重要風險及針對該等重要風險的改進空間。為確定本集團的內部監控效能及剩餘風險的程度，已對本集團的內部監控作測試及評估。

本集團風險管理架構採用「三道防線」模式。

1. 管理層負責持續鑒定、評估、監察及呈報在他們所屬範圍的風險；計劃及執行管理風險的行動；及向執行董事及業務監控團隊上報超過可容忍限度的風險。
2. 業務監控進行定期評審及測試對本集團策略目標有影響的主要風險；向高級管理層上報主要風險，並經他們上報至審核委員會及董事會作評審；及促進風險管理流程。
3. 集團內部審核功能為管理風險的監控效能提供保證。

於二零二零年，董事會已經執行對本公司有關財務、營運及合規監控和風險管理的內部監控制度評審，亦已檢討了由審核委員會、管理層、外聘顧問和內部審核執行有關內部監控效能的評審。董事會認為本集團的風險管理及內部監控制度有效及足夠。

董事會承認有責任維持穩健而有效的風險管理及內部監控制度以保障本集團的資產及股東的權益，並檢討有關制度是否有效。不過，本集團風險管理及內部監控系統旨在管理而非消除未能達成業務目標的風險，而且只能就不會有重大的失實陳述或損失作出合理而非絕對的保證。

CORPORATE GOVERNANCE REPORT 企業管治報告

INTERNAL CONTROL, RISK MANAGEMENT AND INTERNAL AUDIT FUNCTION (Continued)

As a member of a group with multiple listed issuers, the Group shares with the San Miguel group's resources in carrying out its internal audit function. Its internal audit is performed by the internal audit function of its parent company, San Miguel Brewery Inc. The internal audit function directly reports to the audit committee.

CORPORATE GOVERNANCE POLICY AND DUTIES

The board is responsible for performing the duties on corporate governance functions set out below:

- (1) developing and reviewing the Company's policies and practices on corporate governance and making recommendations to the board;
- (2) reviewing and monitoring the training and continuous professional development of directors and senior management;
- (3) reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- (4) developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and directors; and
- (5) reviewing the Company's compliance with the CG Code and disclosure in the Corporate Governance Report.

INSIDE INFORMATION

The Company is fully cognizant of its disclosure obligations under the Securities and Futures Ordinance and the Listing Rules. The Company has included in its Code of Conduct for Securities Transactions and Dealings ("Code of Conduct") and staff handbook a strict prohibition on the unauthorised use of confidential or inside information. The Company's Code of Conduct is further discussed in the "Code of Conduct on Directors' Securities Transactions" section of this Annual Report.

An Inside Information Policy has been adopted to ensure Inside Information of the Company is to be disseminated to the public in equal and timely manner in accordance with the applicable laws and regulations. The Inside Information Policy is available on the Company's website, info.sanmiguel.com.hk.

內部監控、風險管理及內部審核功能 (續)

作為多間上市發行人的集團之其中一員，本公司分享生力集團的資源以進行其內部審核功能。內部審核由母公司生力啤酒廠公司的內部審核功能進行。內部審核功能直接向審核委員會報告。

企業管治職責

董事會負責履行下列企業管治職能責任：

- (1) 制定及檢討本公司的企業管治政策及常規，並向董事會提出建議；
- (2) 檢討及監察董事及高級管理人員的培訓及持續專業發展；
- (3) 檢討及監察本公司在遵守法律及監管規定方面的政策及常規；
- (4) 制定、檢討及監察僱員及董事的操守準則及合規手冊（如有）；及
- (5) 檢討本公司遵守企業管治守則的情況及在《企業管治報告》內的披露。

內幕資料

本公司充分了解其根據《證券及期貨條例》及上市規則所須履行的披露責任，本公司亦在進行證券交易的守則（「操守守則」）及員工手冊內明確訂明嚴禁未經授權使用機密或內幕資料。本公司之操守守則於本年報「董事進行證券交易的守則」中詳述。

本公司已採納內幕消息政策以確保根據相關通用法例及規則平等及適時地向公眾發佈本公司的內幕消息。內幕消息政策登載於本公司網站上，網址為 info.sanmiguel.com.hk。

CORPORATE GOVERNANCE REPORT 企業管治報告

SUPPORT FOR DIRECTORS

To assist the directors in the discharge of their duties, the Company provides every newly appointed director with a comprehensive induction program on the first occasion of his appointment, where such directors are provided with information on the Company's organization and business; the membership, duties and responsibilities of the board, board committees and senior management; corporate governance practices and procedures; and latest financial information on the operations of the Company. Such information shall be supplemented with visits to the Company's key plant sites and meetings with key senior executives.

Throughout their tenure, the directors shall be provided with updates on the business of the Company, latest developments of the Listing Rules and other applicable legal and regulatory requirements, corporate social responsibility matters and other changes affecting the Company.

DIRECTORS' TRAINING

According to the CG Code A.6.5, all directors should participate in continuous professional development to develop and refresh their knowledge and skills to ensure that their contribution to the board remains informed and relevant. The Company shall be responsible for arranging and funding suitable training, placing an appropriate emphasis on the roles, functions and duties of the directors.

The directors confirm that they have complied with the CG Code on directors' training. The Company had received from each of the directors their confirmations on taking continuous professional training.

THE BOARD COMMITTEES

AUDIT COMMITTEE

For the year under review, the audit committee comprised three independent non-executive directors: Mr. Alonzo Q. Ancheta, Mr. Carmelo L. Santiago and Dr. the Hon. Sir David K. P. Li, who acts as chairman of the committee. The audit committee met two times in 2020 with full minutes kept by the company secretary. Individual attendance of each committee member at these meetings is shown in the table presented above.

Under its terms of reference, the audit committee shall assist the board in fulfilling its corporate governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems and internal and external audit functions. The audit committee is further authorised by the board to investigate any activity within its terms of reference, and is tasked with recommending to the board appropriate actions emanating from such investigations. The audit committee has unrestricted access to personnel, records, internal and external auditors, risk assessment and assurance and senior management, as may be appropriate in the discharge of its functions.

董事的支援

為協助董事履行其職責，本公司為每位新委任的董事在其首次獲委任時提供全面的公司介紹計劃，有關董事在計劃內獲提供有關本公司組織及業務的資料；董事會、董事委員會及高級管理層的成員、職責及責任；企業管治守則及程序；以及本公司業務的最新財務資料。除有關資料外，彼等亦會參觀本公司的主要廠房，並與主要高級行政人員會面。

在彼等的任期內，董事將獲提供本公司業務資料的更新、上市規則及其他適用法律及監管規定的最新發展、企業社會責任事宜，以及影響本公司的其他變動。

董事培訓

根據企業管治守則條文A.6.5項，所有董事應參與持續專業發展，發展並更新其知識及技能，以確保其繼續在具備全面資訊及切合所需的情況下對董事會作出貢獻。本公司應負責安排合適的培訓並提供有關經費，以及適切着重上市公司董事的角色、職能及責任。

董事確認，彼等已遵守有關董事培訓之企業管治守則條文。本公司已接獲各董事有關參加持續專業培訓之確認書。

董事委員會

審核委員會

於回顧年度內，審核委員會由三位獨立非執行董事組成：Alonzo Q. Ancheta先生、施雅高先生及審核委員會主席李國寶爵士。於二零二零年，審核委員會曾開會二次，整套會議紀錄由公司秘書保存。個別委員會成員出席該等會議的情況載於上文的列表。

根據其職權範圍，審核委員會協助董事會履行其有關財務匯報、內部監控架構、風險管理制度，以及內部及外聘審核功能的企業管治及監察責任。審核委員會亦獲董事會授權調查其職權範圍內的任何活動，並須根據有關調查向董事會建議合適的行動。審核委員會在履行其職能時可無限制地接觸合適人士、紀錄、內部及外聘核數師、風險評估和承諾及高級管理人員。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)**AUDIT COMMITTEE** (Continued)

In 2020, the audit committee discharged its responsibilities by:

- (1) making recommendations to the board on the reappointment of the external auditor and approval of the remuneration and terms of engagement of the external auditor;
- (2) monitoring the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards, and discussing with the external auditor the nature and scope of the audit and reporting obligations;
- (3) implementing the Company's policy on the engagement of an external auditor to supply non-audit services;
- (4) reviewing and monitoring the integrity of the financial statements of the Company and the Company's annual and interim reports and the auditors' report to ensure that the information presents a true and balanced assessment of the Company's financial position;
- (5) reviewing the Company's financial controls, risk management and internal control systems to ensure that management has discharged its duty to have effective systems including discussing the risk management and internal control systems with management;
- (6) ensuring the coordination between the internal and external auditors and that the internal audit function is adequately resourced and has appropriate standing within the Company, and reviewing and monitoring the effectiveness of the audit function;
- (7) reviewing the Company's financial and accounting policies and practices;
- (8) reviewing the external auditor's management letter, material queries raised by the external auditor to the management in respect of the accounting records, financial accounts or systems of control and the management's response to such queries; and
- (9) reporting to the board on the matters set out in the CG Code on the audit committee.

董事委員會 (續)**審核委員會** (續)

於二零二零年，審核委員會履行其責任如下：

- (1) 就外聘核數師的重新委任向董事會提供建議，以及批准外聘核數師的薪酬及聘用條款；
- (2) 按適用的標準監察外聘核數師是否獨立客觀及核數程序是否有效；與外聘核數師討論核數性質、範疇及有關申報責任；
- (3) 執行本公司有關外聘核數師提供非核數服務的政策；
- (4) 審閱本公司的財務報表、年度及中期報告及獨立核數師報告，並監察其完整性，以確保有關資料真實而平衡地評估本公司的財務狀況；
- (5) 檢討本公司的財務監控、風險管理及內部監控制度，以確保管理層已履行職責建立有效的系統；
- (6) 確保內部核數師與外聘核數師的協調而讓內部核數功能在本公司內部有足夠資源運作及有適當的地位，並且檢討及監察審核功能的有效性；
- (7) 檢討本公司的財務、會計政策及實務；
- (8) 檢查外聘核數師給予管理層的函件、外聘核數師就會計紀錄、財務賬目或監控系統向管理層提出的任何重大疑問及管理層作出的回應；及
- (9) 就企業管治守則所載有關審核委員會的事宜向董事會匯報。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)**AUDIT COMMITTEE** (Continued)

The audit committee is authorised by the board to obtain external legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers necessary in the performance of its functions. The audit committee is provided with sufficient resources by the Company to discharge its duties. The audit committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, info.sanmiguel.com.hk.

During the year under review, the total fees in respect of audit and non-audit services (mainly tax advisory work and risk management advisory work) provided to the Company and its subsidiaries by external auditors amounted to HK\$3,301,000 (2019: HK\$3,306,000) and HK\$106,000 (2019: HK\$94,000), respectively.

REMUNERATION COMMITTEE

For the year under review, the remuneration committee comprised three independent non-executive directors, namely, Dr. the Hon. Sir David K.P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago, and two non-executive directors, namely, Mr. Carlos Antonio M. Berba and Mr. Roberto N. Huang. The remuneration committee was chaired by an independent non-executive director, namely Mr. Reynato S. Puno. The remuneration committee met twice in 2020 with full minutes kept by the company secretary. Individual attendance of each committee member at these meetings is shown in the table presented above.

The primary role of the remuneration committee under its terms of reference is to support and advise the board in fulfilling the board's responsibility to the shareholders of the Company to:

- (1) establish coherent remuneration policies and practices that will be observed and enable the Company to attract and retain top caliber executives and directors;
- (2) fairly and responsibly reward executives based on their performance and the performance of the Company, and the general pay environment; and

董事委員會 (續)**審核委員會** (續)

審核委員會獲董事會授權，若其認為在履行其職能時有需要，可徵詢外部法律或其他獨立專業意見，及邀請具有相關經驗及專業知識的外部人士出席。審核委員會獲本公司供給充足資源以履行其職責。本公司任何股東均可要求查閱審核委員會的職權範圍，而職權範圍亦登載於本公司的網站上，網址為info.sanmiguel.com.hk。

於回顧年度內，由外聘核數師對本公司和附屬公司所提供有關核數或非核數（主要稅務諮詢工作和風險管理諮詢工作）的服務費用總計，分別為3,301,000港元（二零一九年：3,306,000港元）及106,000港元（二零一九年：94,000港元）。

薪酬委員會

於回顧年度內，薪酬委員會成員包括三位獨立非執行董事，（即：李國寶爵士、Reynato S. Puno先生及施雅高先生），及兩位非執行董事，（即：凱顧思先生及黃思民先生）。薪酬委員會由一名獨立非執行董事Reynato S. Puno先生擔任主席。於二零二零年，薪酬委員會曾開會二次，整套會議紀錄由公司秘書保存。個別委員會成員出席該等會議的情況載於上文的列表。

薪酬委員會根據其職權範圍主要為支援及建議董事會履行對本公司股東有關如下責任：

- (1) 制定使本公司能吸引及挽留優秀行政人員及董事一致的薪酬政策及常規；
- (2) 根據行政人員的表現及本公司的業績，以及宏觀支薪環境，公平及盡責地酬賞行政人員；及

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

REMUNERATION COMMITTEE (Continued)

- (3) comply with the CG Code provisions on remuneration of directors, mainly by:
- determining executive and director remuneration policy;
 - determining the remuneration of executive directors upon consultation with the chairman or managing director regarding their proposals for such remuneration;
 - reviewing and approving the remuneration of the executives who directly report to the managing director, and as appropriate, other senior management; and
 - reviewing and approving all equity-based plans.

The remuneration committee has the right to seek any information it considers necessary to fulfil its duties, which includes the right to obtain appropriate external advice at the Company's expense, and is provided with sufficient resources by the Company to discharge its duties. The remuneration committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, info.sanmiguel.com.hk.

During the year under review, the remuneration committee reviewed the remuneration package of the managing director and key senior executives. As recommended, no directors' fees will be paid for the year 2020.

Details of the remuneration of directors for the year ended 31 December 2020 are set out in note 7 to the financial statements.

NOMINATION COMMITTEE

During the year under review, the nomination committee comprised one non-executive director, namely Mr. Kenji Uchiyama and four independent non-executive directors: Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K.P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago. The nomination committee is chaired by an independent non-executive director, Mr. Carmelo L. Santiago. The nomination committee did not meet in 2020.

董事委員會 (續)

薪酬委員會 (續)

- (3) 符合有關董事酬金企業管治守則條文的責任，方式如下：
- 釐定行政人員及董事的薪酬政策；
 - 在與主席或執行董事就彼等有關酬金的建議進行諮詢後，釐定執行董事的酬金；
 - 檢討及批准直接向執行董事匯報的行政人員及（倘適用）其他高級管理人員的酬金；及
 - 檢討及批准所有權益為本的計劃。

薪酬委員會有權索取認為在履行其職責時有需要的任何資料，包括取得合適的外部意見而費用由本公司支付的權利。薪酬委員會獲本公司供給充足資源以履行其職責。本公司任何股東均可要求查閱薪酬委員會的職權範圍，而職權範圍亦登載於本公司網站上，網址為info.sanmiguel.com.hk。

於回顧年度內，委員會於預定會議內檢討執行董事及主要高級行政人員之薪酬。建議不支付二零二零年各董事袍金。

董事截至二零二零年十二月三十一日止年度的酬金詳情載於財務報表附註7。

提名委員會

於回顧年度內，提名委員會包括一位非執行董事，（即：內山建二先生）及四位獨立非執行董事，（即Alonzo Q. Ancheta先生、李國寶爵士、Reynato S. Puno先生及施雅高先生）。提名委員會由一名獨立非執行董事施雅高先生擔任主席。於二零二零年，提名委員會並未有召開會議。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

Under its terms of reference, proceedings and meetings of the committee will be governed by the provisions of the Company's Articles of Association for regulating the proceedings and meetings of the board of the Company in so far as they are applicable and not inconsistent with the nomination committee's terms of reference. The primary purpose of the committee is to support and advise the board in fulfilling their responsibilities to shareholders in ensuring that the board comprises individuals who are best able to discharge the responsibilities of directors having regard to the law and the highest standards of governance by:

- (1) assessing the skills required for the board;
- (2) from time to time assessing the extent to which the required skills are represented on the board;
- (3) establishing the process for the review of the performance of individual directors and the board as a whole;
- (4) establishing the process for the identification of suitable candidates for appointment to the board; and
- (5) having oversight of matters relating to corporate governance by bringing any issues to the attention of the board.

The nomination committee has the following responsibilities:

- (1) review the structure, size and composition (including the skills, knowledge and experience) of the board on a regular basis and make recommendations to the board regarding any proposed changes;
- (2) identify individuals suitably qualified to become board members and select or make recommendations to the board on the selection of individuals nominated for directorships;
- (3) assess the independence of independent non-executive directors;
- (4) make recommendations to the board on relevant matters relating to the appointment or re-appointment of directors and succession planning for directors, in particular the chairman and the chief executive officer;
- (5) have oversight of all matters relating to corporate governance; and
- (6) being entitled to employ, at the Company's expense, the services of such advisers as it deems necessary to fulfil its responsibilities.

董事委員會 (續)

提名委員會 (續)

根據其職權範圍，委員會之議事程序及會議須由截至目前規管本公司董事會議事程序及會議的本公司的組織章程所規管，只要彼等適用且不違背提名委員會之職權範圍。委員會之主要目的乃支持董事會履行彼等對股東之責任並就此向董事會提供意見，通過下列方式確保組成董事會之人士在法例及管治之最高標準之規限下最能夠履行董事之責任：

- (1) 評估董事會要求之技能；
- (2) 不時評估董事會所需技能所代表之程度；
- (3) 就檢討個別董事及董事會整體表現制定程序；
- (4) 就物色適合候選人以委任為董事會成員而制定程序；及
- (5) 監督有關企業管治之任何事宜產生任何問題引起董事會注意。

提名委員會之責任如下：

- (1) 定期檢討董事會之架構、人數及組成（包括技能、知識及經驗方面），並就任何建議變動向董事會提供推薦建議；
- (2) 物色具備合適資格可成為董事會成員之人士，並挑選提名有關人士出任董事或就此向董事會提供意見；
- (3) 評估獨立非執行董事之獨立性；
- (4) 就董事委任或重新委任董事以及董事（尤其是主席及行政總裁）之繼任計劃向董事會提供推薦建議；
- (5) 監督有關企業管治之所有事宜；及
- (6) 有權在其認為就履行責任屬必要時聘請有關顧問之服務，費用由本公司承擔。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

In the discharge of its responsibility in item (1), the Committee takes into consideration, among others, that a diverse board of directors, with the appropriate qualifications and broad range of expertise relevant to the Company's business, is an essential element in maintaining a competitive advantage in the complex business industry that the Company operates, and embraces the policy that including and making use of increasing diversity at the board level, which consists of differences in the skills, experience, background, race, gender and other distinctions amongst directors, is important to achieve effective corporate governance and sustained commercial success of the Company. These differences will be considered in determining the optimum composition of the board and when possible are balanced appropriately.

In addition, in identifying individuals and making recommendations for nominations pursuant to its responsibility in item (2) above, the Committee considers whether such individuals possess the qualifications, ability and stature that would enable them to effectively fulfill their roles and responsibilities as directors of the Company. The responsibilities of the nomination committee in items (1) to (4) above as further set out in its terms of reference form the key principles that constitute the Company's nomination policy.

The nomination committee has the right to seek any information it considers necessary to fulfil its duties, which includes the right to obtain appropriate external advice at the Company's expense, and is provided with sufficient resources by the Company to discharge its duties. The nomination committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, info.sanmiguel.com.hk.

CODE OF CONDUCT ON DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Code of Conduct based on the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix 10 of the Listing Rules ("Model Code"). The terms of the Code of Conduct are no less exacting than the standards in the Model Code, and the Code of Conduct applies to all the relevant persons as defined in the said code, including the directors of the Company, any employee of the Company, or a director or employee of a subsidiary or holding company of the Company who, because of such office or employment, are likely to be in possession of unpublished price sensitive information in relation to the Company or its securities.

There was no non-compliance by the directors with the required standards set out in the Code of Conduct during the year under review.

董事委員會 (續)

提名委員會 (續)

在履行第(1)項的責任時，委員會考慮到(其中包括)多元化的董事會，具備適當資格及與本公司業務相關的廣泛專業知識，乃保持本公司營運所在的複雜業務行業的競爭優勢之重要原素。該委員會信奉的政策是，包括及利用董事會層面的日益多元化，由不同的技能、經驗、背景、種族、性別及董事之間其他區別組成，乃為本公司達致高效的公司管治及維持商業成功的重要之處。這些差異將於確定董事會最優組成成員時考慮及在可能的情况下作適當權衡。

此外，在根據上述第(2)項的責任確認該等個人及甄選或就該等個人甄選為董事會提出建議時，該委員會將考慮該等個人是否具備資格、能力及品德而令他們有效地履行其於本公司的董事職責及責任。提名委員會在上述第(1)至(4)項中的職責(於其職權範圍進一步載列)形成關鍵原則，構成本公司的提名政策。

提名委員會有權索取認為在履行其職責時有需要的任何資料，包括取得合適的外部意見而費用由本公司支付的權利。提名委員會獲本公司供給充足資源以履行其職責。本公司任何股東均可要求查閱提名委員會的職權範圍，而職權範圍亦登載於本公司網站上，網址為info.sanmiguel.com.hk。

董事進行證券交易的守則

本公司已根據上市規則附錄10所載的《上市公司董事進行證券交易的標準守則》(「標準守則」)採納操守守則。操守守則條款比標準守則所訂標準更高，而操守守則亦適用於該守則所界定的所有有關人士，包括本公司董事、本公司任何僱員、或本公司的附屬公司或控股公司的董事或僱員，而彼等因有關職位或受僱工作而可能擁有關於本公司或其證券的未公佈股價敏感資料。

於回顧年度，並沒有董事就操守守則所訂的標準有違規的情況。

CORPORATE GOVERNANCE REPORT 企業管治報告

COMMUNICATION WITH SHAREHOLDERS

The Company attaches great priority to establishing effective communications with its shareholders and investors. In an effort to enhance such communications, the Company provides information relating to the Company and its business in its Annual Report and also disseminates such information electronically through its website, info.sanmiguel.com.hk.

The Company also published its ESG Report on its website, info.sanmiguel.com.hk. The ESG Report communicates to the Company's stakeholders in a broad manner the relevant environmental, social and governance initiatives that the Company has made in reference to Appendix 27 of the Listing Rules. The 2020 ESG Report will be published in the Company's website no later than three months after the publication of the Company's Annual Report.

The Company regards the annual general meeting as an important event as it provides an opportunity for direct communications between the board and its shareholders. All directors and senior management make an effort to attend the annual general meeting of the Company to address shareholders' queries. However, for the Annual General Meeting held on 20 April 2020, most of the directors, including the chairman of the board and chairmen of the board committees, who are based in Manila, were not able to attend the meeting due to the COVID-19 pandemic and regulations introduced by the HKSAR government and the Philippines government to prevent the spread of the COVID-19 pandemic. All the shareholders of the Company are given a minimum of twenty business days' notice of the date and venue of the annual general meeting of the Company. The Company supports the CG Code's principle to encourage shareholders' participation.

WHISTLEBLOWING POLICY

To ensure that the business of the Group is conducted in the highest standards of fairness, transparency and accountability, the Group has its Whistleblowing Policy, which establishes procedures and channels through which the directors, employees and other interested parties may communicate concerns, in confidence, about any misconduct or improprieties affecting the Group. The complete text of the Whistleblowing Policy has been posted on the Company website, info.sanmiguel.com.hk.

與股東的溝通

本公司相當重視與其股東及投資者建立有效溝通。為達到有效溝通，本公司在其年報內提供有關本公司及其業務的資料，亦以電子方式透過其網站 info.sanmiguel.com.hk 發佈有關資料。

本公司亦於其網站 info.sanmiguel.com.hk 刊登其《環境、社會及管治報告》。此為向本公司持份者廣泛傳達本公司根據上市規則附錄二十七提出有關環境、社會及管治倡議而做出的初步努力。二零一九年的《環境、社會及管治報告》將於本公司年報刊發後三個月內於本公司網站刊登。

本公司視股東周年大會為重要事項，因其提供董事會與股東直接溝通的機會。全體董事及高級管理人員務必出席本公司股東周年大會，以回應股東提問。自由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府為防止傳播2019冠狀病毒病推行的限制措施，大多數董事（包括駐於馬尼拉的董事會主席和董事會委員會的主席）未能出席二零二零年年度股東周年大會。本公司各股東均獲有關本公司股東周年大會舉行時間及地點最少二十個工作天的通知。本公司支持該企業管治守則以鼓勵股東參與。

舉報政策

為確保業務運作上保持最高標準的公正性、透明度和問責性，本集團有其舉報政策，建立既定程序和渠道，讓本公司董事、僱員及其他相關人士可以在完全放心的情況下傳達他們對本集團內的任何懷疑不當行為或不良行為的關注。舉報政策全部內容已於本公司網站刊登，網址為 info.sanmiguel.com.hk。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIVIDEND POLICY

Under the dividend policy of the Company (“Dividend Policy”), The board may from time to time pay to the Company’s shareholders dividends in the interim, semi-annually or at other suitable intervals to be determined by the board, if the board is of the opinion that the position and profits of the Company justify the payment. In deciding whether to declare dividends and in determining the dividend amount, the board shall take into consideration the performance, financial position, liquidity, implementation of business plans, debt service requirements, operating expenses, budgets, funding for new investments and acquisitions, appropriate reserves and working capital, among others, of the Company and its subsidiaries, as well as the general business and economic conditions. The payment of dividends by the Company is also subject to the restrictions and conditions under the laws of Hong Kong and the Company’s Articles of Association.

The Dividend Policy is subject to review and may be changed by the board at any time.

SHAREHOLDERS’ RIGHTS

CALLING AN EXTRAORDINARY GENERAL MEETING

Pursuant to article 68 of the Articles of Association of the Company, extraordinary general meetings may also be convened on requisition as provided by Sections 566, 567 and 568 of the Hong Kong Companies Ordinance. The directors are required to call a general meeting if the Company has received requests to do so from shareholders of the Company representing at least 5% of the total voting rights of all the shareholders having a right to vote at general meetings. The request must state the general nature of the business to be dealt with at the meeting; and may include the text of a resolution that may properly be moved and is intended to be moved at the meeting. Requests may consist of several documents in like form. The request may be sent to the Company in hard copy form or in electronic form; and must be authenticated by the person or persons making it. The directors must, within twenty-one days after the date on which they become subject to the requirement, call an extraordinary general meeting which must be held on a date not more than twenty-eight days after the date on which the notice convening the meeting is given. If the directors fail to convene the general meeting, the shareholders who requested the meeting, or any of them representing more than one half of the total voting rights of all of them, may themselves call an extraordinary general meeting. The meeting must be called on a date not more than three months after the date on which the directors become subject to the requirement to call a meeting.

股息政策

根據本公司的股息政策（「股息政策」），如果董事會認為本公司的財務及利潤狀況許可，董事會可能會不時向本公司的股東派發中期、半年度或董事會決定的其他合適時期的股息。在決定是否派發股息並確定股息金額時，董事會會考慮本公司及其附屬公司的業績、財務狀況、流動資金、業務計劃的執行、償債要求、運營費用、預算、新投資及收購所需資金、適當儲備金和營運資金以及整體業務和經濟狀況。本公司派發的股息也受香港法律及本公司的組織章程限制和規定。

股息政策將受到審閱並於任何時候由董事會對其進行修改。

股東權利

召開股東特別大會

根據本公司組織章程細則第68條，本公司之股東特別大會亦會應遞呈要求下召開。根據香港《公司條例》第566條、567條及568條，如公司收到佔全體有權在股東大會上表決的股東的總表決權最少5%的公司股東的要求，要求召開股東大會，則董事須召開股東大會。要求必須述明有待在有關股東大會上處理的事務的一般性質；及可包含可在該股東大會上恰當地動議並擬在該股東大會上動議的決議的文本。要求可包含若干份格式相近的文件。要求可採用印本形式或電子形式送交本公司；及須經提出該要求的人認證。董事須於他們受到該規定所規限的日期後的二十一日內召開須在召開該股東大會的通知的發出日期後的二十八日內舉行的股東特別大會。如董事未能召開股東大會，則要求召開該股東大會的股東，或佔全體該等股東的總表決權過半數的股東，可自行召開股東特別大會。在有關董事受到召開股東大會的規定所規限的日期後的三個月內，有關股東大會須予召開。

CORPORATE GOVERNANCE REPORT 企業管治報告

SHAREHOLDERS' RIGHTS (Continued)

PROCEDURES FOR PUTTING FORWARD PROPOSALS AT SHAREHOLDERS' MEETING

Shareholders holding not less than 2.5% of the total voting rights of all the members who have a relevant right to vote; or not less than fifty shareholders who have a relevant right to vote may:

- circulate to shareholders of the Company entitled to receive notice of a general meeting, a statement of not more than 1000 words with respect to (a) a matter mentioned in a proposed resolution to be dealt with at that meeting; or (b) other business to be dealt with at that meeting; or
- request the Company to give, to members of the Company entitled to receive notice of the annual general meeting, notice of a resolution that may properly be moved and is intended to be moved at that meeting.

For further details on the shareholder qualifications, and the procedures and timeline, in connection with the above, shareholders are kindly requested to refer to Sections 580 and 615 of the Hong Kong Companies Ordinance.

Further, a shareholder may propose a person other than a retiring director of the Company for election as a director at a general meeting at which elections to the office of directors are to be considered. The following documents must be submitted, no later than seven days before the date of the general meeting, to the Company at its principal office at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong, for the attention of the Company Secretary: (a) the Director Nomination Form with the required supporting documents; (b) the candidate's resume; and (c) a written statement signed by the candidate of his/her willingness to be elected together with (i) that candidate's information as required to be disclosed under Rule 13.51(2) of the Listing Rules; (ii) the candidate's written consent to the publication of his/her personal data; and (iii) confirmation that there are no grounds for his/her ineligibility and incompatibility to act as a director and that he/she satisfies the integrity and, if applicable, independence requirements under the applicable Listing Rules. The complete text of the procedure for shareholders to propose candidates for election as directors at general meetings has been posted on the Company website, info.sanmiguel.com.hk.

SENDING ENQUIRES TO THE BOARD

Shareholders should direct their questions about their shareholdings to the Company's Registrar. Shareholders and the investment community may at any time make a request for the Company's information to the extent that such information is publicly available. Shareholders may also make enquiries to the board by writing to the Company Secretary at the Company's office in Hong Kong at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong.

股東權利 (續)

於股東大會提出建議之程序

佔全體有相關表決權利的股東的總表決權最少 2.5% 的股東；或最少 50 名有相關表決權利的股東可：

- 向有權收到股東大會的通告的本公司股東，傳閱關於 (a) 有待在股東大會上處理的、某被提出的決議所述的事宜；或 (b) 其他有待在股東大會上處理的事務，而字數不多於 1,000 字的陳述書；或
- 要求本公司向有權收到股東周年大會的通告的本公司股東，發出關於可在股東大會上恰當地動議並擬在該大會上動議的決議的通知。

有關上述事項的股東資格、程序及時序的進一步詳情，務請股東參考香港《公司條例》第 580 條及 615 條。

此外，股東可推舉一名本公司退任董事以外之董事於審議選舉董事之股東大會上參選董事。下列文件須不遲於股東大會日期前七天送交本公司之主要辦事處予公司秘書，地址為香港新界沙田小瀝源源順圍二十八號都會廣場九樓：(a) 董事提名表格及所需證明文件；(b) 候選人之個人履歷 (c) 候選人已簽署表明彼願意參選之書面聲明，以及 (i) 根據上市規則第 13.51(2) 條該候選人須予披露之資料；及 (ii) 候選人就刊登其個人資料之同意書；及 (iii) 確認概無不符合資格及無法履行董事職責之理由且彼有誠信及，倘適用，符合適用上市規則規定之獨立要求。股東於股東大會上推舉參選董事候選人的程序全部內容已於本公司網站刊登，網址為 info.sanmiguel.com.hk。

向董事會查詢

股東應就其股權直接向本公司之股份過戶登記處查詢。股東及投資界可隨時要求本公司提供可公開索閱之資料。股東亦可郵寄予本公司位於香港辦事處之公司秘書向董事會作書面查詢，地址為香港新界沙田小瀝源源順圍二十八號都會廣場九樓。

We will be quick to adopt to emerging consumption dynamics in our markets and will work closely with wholesalers and direct customers to ensure product availability is in line with market needs.



DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

DIRECTORS

Ramon S. ANG	<i>Chairman</i>
Carlos Antonio M. BERBA	<i>Deputy Chairman</i>
Ramon G. TORRALBA	<i>Managing Director</i>

NON-EXECUTIVE DIRECTORS

May (Michelle) CHAN Wen Mee
 Roberto N. HUANG
 Fumiaki OZAWA
 Kenji UCHIYAMA
 Tomoki YAMAUCHI

INDEPENDENT NON-EXECUTIVE DIRECTORS

Alonzo Q. ANCHETA
 David Li Kwok-po GBM, JP
 Reynato S. PUNO
 Carmelo L. SANTIAGO
 Sum Li, Alternate to David Li Kwok-po GBM, JP

Mr. Ramon S. ANG, aged 67, is the Chairman and a non-executive Director of the Company. He has been appointed as the Chairman since 10 June 2005 and a non-executive Director of the Company since 27 November 1998. He is the Vice Chairman, President and Chief Operating Officer of San Miguel Corporation (a company listed on the Philippine Stock Exchange); Director, President and Chief Executive Officer of Top Frontier Investment Holdings, Inc. (the ultimate parent company of the Company) and Petron Corporation (all of which are companies listed on the Philippine Stock Exchange); Vice Chairman, President and Chief Executive Officer of San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange); Chairman of Eagle Cement Corporation (a company listed on the Philippine Stock Exchange) and Petron Malaysia Refining & Marketing Bhd. (a company listed on the Kuala Lumpur Stock Exchange); and Director and President of Ginebra San Miguel, Inc. (a company listed on the Philippine Stock Exchange). He is also Chairman, Chief Executive Officer, President and Chief Operating Officer of SMC Global Power Holdings Corp. (a company listed on the Philippine Dealing & Exchange Corp.); Chairman of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.); Chairman and President of San Miguel Holdings Corp., San Miguel Equity Investments Inc., San Miguel Properties, Inc. and San Miguel Aerocity Inc.; Chairman and Chief Executive Officer of SMC Asia Car Distributors Corp.; Chairman of San Miguel Yamamura Packaging Corporation, San Miguel Foods, Inc., San Miguel Mills, Inc., Magnolia Inc., The Purefoods-Hormel Company, Inc., San Miguel Super Coffeemix Co., Inc., Clariden Holdings, Inc., Anchor Insurance Brokerage Corporation, Philippine Diamond Hotel & Resort, Inc., SEA Refinery Corporation and Manila North Harbour Port, Inc.; Director and President of San Miguel Northern Cement, Inc.; and Director, President and Chief Executive Officer of Northern Cement Corporation. He is also the sole director and shareholder of Master Year Limited and Chairman of Privado Holdings, Corp.. Mr. Ang is also the Chairman, President/CEO and/ or Director of other various subsidiaries of San Miguel Corporation. He

董事

蔡啓文	主席
凱顯思	副主席
杜華博	執行董事

非執行董事

陳雲美
 黃思民
 小澤史晃
 內山建二
 山內智樹

獨立非執行董事

Alonzo Q. ANCHETA
 李國寶 · GBM, JP
 Reynato S. PUNO
 施雅高
 李深 · 李國寶 GBM, JP 之替任董事

蔡啓文先生，六十七歲，為本公司主席及非執行董事。蔡先生自二零零五年六月十日起獲委任為本公司主席及自一九九八年十一月二十七日起獲委任為非執行董事。蔡先生為生力總公司（該公司於菲律賓證券交易所上市）之副主席、總裁及營運總裁；Top Frontier Investment Holdings, Inc.（本公司之最終母公司）及Petron Corporation（以上公司皆於菲律賓證券交易所上市）之董事、總裁及行政總裁；San Miguel Food and Beverage, Inc.（該公司於菲律賓證券交易所上市）之副主席、總裁及行政總裁；Eagle Cement Corporation（該公司於菲律賓證券交易所上市）及Petron Malaysia Refining & Marketing Bhd.（該公司於吉隆坡證券交易所上市）之主席；及Ginebra San Miguel, Inc.（該公司於菲律賓證券交易所上市）之董事及總裁。蔡先生亦為SMC Global Power Holdings Corp.（該公司於Philippine Dealing & Exchange Corp.上市）之主席、行政總裁、總裁及營運總裁；San Miguel Brewery Inc.（該公司於Philippine Dealing & Exchange Corp.上市）之主席；生力控股有限公司、San Miguel Equity Investments Inc.、San Miguel Properties, Inc.及San Miguel Aerocity Inc.之主席及總裁；SMC Asia Car Distributors Corp.之主席及行政總裁；San Miguel Yamamura Packaging Corporation, San Miguel Foods, Inc., San Miguel Mills, Inc., Magnolia Inc., The Purefoods-Hormel Company, Inc., San Miguel Super Coffeemix Co., Inc., Clariden Holdings, Inc., Anchor Insurance Brokerage Corporation, Philippine Diamond Hotel & Resort,

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formerly held the following positions: Chairman of Liberty Telecom Holdings, Inc. and Cyber Bay Corporation; President and Chief Operating Officer of PAL Holdings, Inc. and Philippine Airlines, Inc.; Vice Chairman of Manila Electric Company; and Director of Air Philippines Corporation. Mr. Ang holds a Bachelor of Science degree in Mechanical Engineering from Far Eastern University and a Doctorate in Business Engineering, Honoris Causa, from the same university.

Mr. Carlos Antonio M. BERBA, aged 56, was appointed as Deputy Chairman and Remuneration Committee member of the Company on 27 August 2010. Mr. Berba has been a Director of the Company since 16 April 2007. He is the Managing Director of San Miguel Brewing International Limited; and a Director of Neptunia Corporation Limited (a controlling shareholder of the Company) and San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.). He is also a Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange); a Director of San Miguel Beer (Thailand) Limited, San Miguel Holdings (Thailand) Limited, San Miguel Marketing (Thailand) Limited, and other subsidiaries of the Company. Mr. Berba has over 30 years of experience in general management, finance, strategic planning and corporate structuring initiatives. Mr. Berba graduated from the University of the Philippines with a Bachelor of Science degree in Electrical Engineering. He later obtained a Master's degree in Business Administration (with distinction) from the Wharton School of Business, University of Pennsylvania and a Master's degree in Japanese Business Studies from Japan America Institute of Management Science & Chaminade University of Honolulu.

Mr. Ramon G. TORRALBA, aged 64, was appointed as an Executive Director and Managing Director of the Company with effect since 15 January 2013. Mr. Torralba is also the Chairman and Director of San Miguel (Guangdong) Brewery Co., Ltd. since 2013, and was the Chairman and Director of Guangzhou San Miguel Brewery Co. Ltd. from February 2013 to April 2020. He was the Vice President and Manager for Export Development of San Miguel Brewing International Limited (a subsidiary of San Miguel Brewery Inc.) from 2008 to 2012 and was also a Director of San Miguel Beer (Thailand) Limited and Commercial Director of San Miguel Marketing (Thailand) Ltd. from 2004 to 2007. He also served as Assistant Vice President of the Beer Division of San Miguel Corporation from 1997 to 2006. Mr. Torralba graduated from Zamboanga A.E. Colleges with a degree of Bachelor of Science in Commerce, major in Accounting. He also attended the Management Development Program at the Asian Institute of Management (International School of Business and Management) in the Philippines in 1991. Mr. Torralba is a Certified Public Accountant and a member of the Philippine Institute of Certified Public Accountants.

Inc., SEA Refinery Corporation and Manila North Harbour Port, Inc. 之主席；San Miguel Northern Cement, Inc. 之董事及主席；及 Northern Cement Corporation 之董事、主席及行政總裁。蔡先生亦為 Master Year Limited 之唯一董事及股東，也是 Privado Holdings, Corp. 之主席。蔡先生亦為生力總公司多間附屬公司之主席、總裁／行政總裁及／或董事。蔡先生曾出任以下職位：Liberty Telecom Holdings, Inc. 及 Cyber Bay Corporation 之主席；PAL Holdings, Inc. 及菲律賓航空公司之總裁及營運總裁；Manila Electric Company 之副主席；以及 Air Philippines Corporation 之董事。蔡先生於 Far Eastern University 取得機械工程學士學位及商業工程學名譽博士學位。

凱顧思先生，五十六歲，於二零一零年八月二十七日獲委任為本公司副主席及薪酬委員會成員。凱先生自二零零七年四月十六日起獲委任為本公司之董事。凱先生為生力啤酒國際有限公司之董事總經理；以及立端利有限公司（本公司之控股股東）及生力啤酒廠公司（該公司於 Philippine Dealing & Exchange Corp. 上市）之董事。凱先生亦是 PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之專員；生力啤酒（泰國）有限公司、生力控股（泰國）有限公司、生力市務（泰國）有限公司及本公司其他附屬公司之董事。凱先生擁有超過三十年綜合管理、財務、策略規劃及企業架構組建之經驗。凱先生畢業於菲律賓大學，取得電機工程學士學位。他其後取得美國賓夕法尼亞州大學 Wharton School 工商管理學碩士（榮譽）學位及 Japan America Institute of Management Science & Chaminade University of Honolulu 日本商業研究碩士學位。

杜華博先生，六十四歲，於二零一三年一月十五日起獲委任為本公司之執行董事。杜先生自二零一三年出任生力（廣東）啤酒有限公司之主席和董事，並於二零一三年二月至二零二零年四月擔任廣州生力啤酒有限公司之主席和董事。他在二零零八年至二零一二年曾任生力啤酒國際有限公司（生力啤酒廠公司之附屬公司）之副總裁兼出口發展經理。他亦於二零零四年至二零零七年擔任 San Miguel Beer (Thailand) Limited 之董事和生力市務（泰國）有限公司之商務總監。他於一九九七年至二零零六年曾任生力總公司啤酒業務部助理副總裁。杜先生畢業於 Zamboanga A.E. Colleges，取得商學會計理學士學位。他亦於一九九一年參加菲律賓亞洲管理學院國際工商管理系之管理發展課程。杜先生為認可會計師，並為菲律賓會計師公會之會員。

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Mr. Alonzo Q. ANCHETA, aged 88 was appointed as an independent non-executive Director and a member of the Audit Committee and the Nomination Committee of the Company on 24 February 2017. He is currently an Independent Director of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.) and PTFC Redevelopment Corporation (a company listed on the Philippine Stock Exchange). He is the President of Zobella & Co. (A.Q. Ancheta & Partners): Trademark & Patent Attorneys and the Co-Founding Partner/ Senior Adviser of Quasha Ancheta Pena & Nolasco Law Offices. He is also the Chairman and President of Ogilvy & Mather Philippines, Inc.; President of Growe Investments Ltd.; and a Member of the Board of Trustees of St. Luke's Medical Center. Mr. Ancheta also provided service for the Philippine Government as the Administrator of National Tobacco Administration (1987 - 1990). Mr. Ancheta graduated from the University of Manila with a Bachelor's degree in Arts (Magna cum Laude) in 1953 and a Bachelor's degree in Laws (Cum laude) in 1957. He is a lawyer (A.B., LL.B) by profession, with practice areas in intellectual property law and commercial/corporate/family law and estates and succession. He is also a member of various organizations, including the Intellectual Property Association of the Philippines (Council Adviser, 1988- present), Philippine Bar Association, Legal Management Council of the Philippines, Asian Patent Attorneys Association, International Trademark Association, LAWASIA (Vice President International, 2017-present), Licensing Executives Society International, ASEAN Law Association, ASEAN Intellectual Property Association, American Chamber of Commerce of the Philippines, Canadian Chamber of Commerce of the Philippines, Philippine American Guardian Association, Philippine-Japan Economic Committee, Philippines-Japan Society, Inc., Rotary Club of Marikina, Jaycees International (Senator) and For Love of Mother Earth, Inc..

Ms. May (Michelle) CHAN Wen Mee, aged 56, was appointed as a non-executive Director on 11 March 2011. Ms. Chan serves as Managing Director of A.S. Watson Industries Limited. She served as Managing Director of Hutchison Harbour Ring Limited from 1 February 2006 to 31 October 2010 and served as Executive Deputy Managing Director of Hutchison Harbour Ring Limited from 18 May 2005 to 31 January 2006. Ms. Chan has extensive experience in managing property development and investment businesses in mainland China. She also holds directorships in certain companies controlled by CK Hutchison Holdings Limited. Ms. Chan holds a Bachelor's degree in Business Administration.

Alonzo Q. ANCHETA先生，八十八歲，於二零一七年二月二十四日獲委任為本公司獨立非執行董事，以及審核委員會及提名委員會成員。他現為生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）及PTFC Redevelopment Corporation（該公司於菲律賓證券交易所上市）之獨立董事。他為Zobella & Co. (A.Q. Ancheta & Partners)：Trademark & Patent Attorneys之總裁及Quasha Ancheta Pena & Nolasco Law Offices之共同創辦合夥人／高級顧問。他亦為Ogilvy & Mather Philippines, Inc.之主席及總裁；Growe Investments Ltd.之總裁；以及Trustees of St. Luke's Medical Center之董事會成員。Ancheta先生亦曾為National Tobacco Administration行政官員，為菲律賓政府提供服務（一九八七年至一九九零年）。Ancheta先生畢業於馬尼拉大學，於一九五三年取得文學士學位（Magna cum Laude）及於一九五七年取得法律學士學位（Cum laude），他專業為律師（A.B., LL.B），從事知識產權法及商業／公司／家庭／遺產和繼承法。他亦為多間機構之會員，包括Intellectual Property Association of the Philippines（理事會顧問，一九八八年至現在）、Philippine Bar Association、Legal Management Council of the Philippines、Asian Patent Attorneys Association、International Trademark Association、LAWASIA（Vice President International，二零一七年至現在）、Licensing Executives Society International、ASEAN Law Association、ASEAN Intellectual Property Association、American Chamber of Commerce of the Philippines、Canadian Chamber of Commerce of the Philippines、Philippine American Guardian Association、Philippine-Japanese Economic Committee、Philippines-Japan Society, Inc.、Rotary Club of Marikina、Jaycees International (Senator) 及 For Love of Mother Earth, Inc.。

陳雲美女士，五十六歲，於二零一一年三月十一日獲委任為非執行董事。陳女士現任A.S. Watson Industries Limited之董事總經理。她於二零零六年二月一日至二零一零年十月三十一日出任和記港陸有限公司董事總經理及於二零零五年五月十八日至二零零六年一月三十一日出任和記港陸有限公司常務副董事總經理。陳女士擁有管理中國內地地產發展及投資項目的豐富經驗。她亦為長江和記實業有限公司所控制之若干公司之董事。陳女士持有商業管理學士學位。

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Mr. Roberto N. HUANG, aged 72, was appointed as a non-executive Director and a member of the Remuneration Committee of the Company on 8 November 2012. Mr. Huang is a Director and the President of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.); and a Director and the Chief Operating Officer - Beer of San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange). He is also a Director of San Miguel Brewing International Limited and San Miguel Malaysia Pte. Ltd.; and the Chairman and President of Iconic Beverages, Inc., Brewery Properties Inc., and Brewery Landholdings, Inc. Mr. Huang graduated from the Mapua Institute of Technology with a Bachelor of Science degree in Mechanical Engineering and completed academic requirements for a Master's degree in Business Administration from De La Salle University. He also attended the Nagoya International Training Center, Japan International Cooperation Agency Grant for Metal Works Engineering and Numerical Control Machines course.

Dr. the Hon. Sir David Li Kwok-po, *GBM, GBS, OBE, JP, MA Cantab. (Economics & Law), Hon. LLD (Cantab), Hon. DSc. (Imperial), Hon. LLD (Warwick), Hon. DBA (Edinburgh Napier), Hon. D.Hum.Litt. (Trinity, USA), Hon. LLD (Hong Kong), Hon. DSocSc (Lingnan), Hon. DLitt (Macquarie), Hon. DSocSc (CUHK), FCA, FCPA, FCPA (Aust.), FCIB, FHKIB, FBCS, CITP, Officier de l'Ordre de la Couronne, Grand Officer of the Order of the Star of Italian Solidarity, The Order of the Rising Sun, Gold Rays with Neck Ribbon, Commandeur dans l'Ordre National de la Légion d'Honneur*, aged 81, was appointed on 22 March 1991. Sir David is an independent non-executive Director, Chairman of the Audit Committee and a member of the Nomination Committee and the Remuneration Committee of the Company. He is the Executive Chairman of The Bank of East Asia, Limited (listed in Hong Kong). He is an independent non-executive Director of Guangdong Investment Limited, The Hong Kong and China Gas Company Limited, The Hongkong and Shanghai Hotels, Limited and Vitasoy International Holdings Limited (all listed in Hong Kong). He was an independent non-executive Director of PCCW Limited (listed in Hong Kong). Sir David is a member of the Council of the Treasury Markets Association. He is Founding Chairman of The Friends of Cambridge University in Hong Kong Limited, Chairman of the Advisory Board of The Salvation Army, Hong Kong and Macau Command, Chairman of the Executive Committee of St. James' Settlement and a Fellow of the Hong Kong Academy of Finance. He was a member of the Executive Council of Hong Kong from 2005 to 2008 and the Legislative Council of Hong Kong from 1985 to 2012.

Mr. Fumiaki OZAWA, aged 51, was appointed as a non-executive Director of the Company on 28 April 2017. He is also a Director and the Executive Vice President of San Miguel Brewing International Limited. He is also a Director of San Miguel Holdings (Thailand) Limited, San Miguel Beer (Thailand) Limited and San Miguel Marketing (Thailand) Limited; and a Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange). Mr. Ozawa was a former Director and Executive Financial Advisor of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.), the Senior Manager of Corporate Strategy Department of Kirin Holdings Company, Limited and Senior Manager of Management Planning Department, Kirin Company, Limited. He was also the Manager of Management Planning Department of Kirin Company, Limited; Manager of Overseas Sales Division,

黃思民先生，七十二歲，於二零一二年十一月八日獲委任為本公司非執行董事及薪酬委員會成員。黃先生為生力啤酒廠公司（該公司於 Philippine Dealing & Exchange Corp. 上市）之董事及總裁；以及 San Miguel Food and Beverage, Inc.（該公司於菲律賓證券交易所上市）之董事及啤酒部之營運總裁。他亦為生力啤酒國際有限公司及 San Miguel Malaysia Pte. Ltd. 之董事；以及 Iconic Beverages, Inc.、Brewery Properties Inc. 和 Brewery Landholdings, Inc. 之主席及總裁。黃先生畢業於 Mapua Institute of Technology 並取得機械工程理學士學位，並完成了 De La Salle University 工商管理碩士的學歷要求。他亦曾參加了名古屋國際訓練中心日本國際協力機構資助的金屬結構工程和數控機床課程。

李國寶爵士，*GBM, GBS, OBE, JP, MA Cantab. (Economics & Law), Hon. LLD (Cantab), Hon. DSc. (Imperial), Hon. LLD (Warwick), Hon. DBA (Edinburgh Napier), Hon. D.Hum.Litt. (Trinity, USA), Hon. LLD (Hong Kong), Hon. DSocSc (Lingnan), Hon. DLitt (Macquarie), Hon. DSocSc (CUHK), FCA, FCPA, FCPA (Aust.), FCIB, FHKIB, FBCS, CITP, Officier de l'Ordre de la Couronne, Grand Officer of the Order of the Star of Italian Solidarity, The Order of the Rising Sun, Gold Rays with Neck Ribbon, Commandeur dans l'Ordre National de la Légion d'Honneur*，八十一歲，於一九九一年三月二十二日獲委任。李爵士為本公司之獨立非執行董事、審核委員會主席、提名委員會及薪酬委員會成員。他現為東亞銀行有限公司（於香港上市）之執行主席。他是粵海投資有限公司、香港中華煤氣有限公司、香港上海大酒店有限公司及維他奶國際集團有限公司（所有上述公司均於香港上市）之獨立非執行董事。他曾擔任電訊盈科有限公司（於香港上市）之獨立非執行董事。李爵士是財資市場公會之議會成員。他是劍橋之友香港有限公司之創立主席、救世軍港澳軍區顧問委員會主席、聖雅各福群會執行委員會主席及金融學院院士。他於二零零五年至二零零八年曾任香港行政會議成員，並於一九八五年至二零一二年曾任香港立法會議員。

小澤史晃先生，五十一歲，於二零一七年四月二十八日獲委任為本公司非執行董事。他亦為生力啤酒國際有限公司之董事及行政副總裁。他亦為生力控股（泰國）有限公司、生力啤酒（泰國）有限公司及生力市務（泰國）有限公司之董事；以及 PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之委員。小澤先生曾任為生力啤酒廠公司（該公司於 Philippine Dealing & Exchange Corp. 上市）之前任董事及執行財務顧問；麒麟控股株式會社企業策略部門之高級經理；以及麒麟株式會社管理規劃部門之高級經理。他亦曾為麒麟株式會社之管理計劃部門之經理、麒麟技術系統株

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Kirin Techno-System Company, Limited and Sales Representative of Off-premise Sales Section, Tohoku Regional Head Office, Kirin Brewery Company, Limited. Mr. Ozawa graduated from Waseda University with a bachelor's degree in Economics.

Mr. Reynato S. PUNO, aged 80, was appointed as an independent non-executive Director and Nomination Committee member of the Company on 8 November 2012 and as Chairman of the Remuneration Committee on 24 February 2017. Mr. Puno is an independent Director of San Miguel Corporation (a company listed on the Philippine Stock Exchange), and Union Bank of the Philippines, Inc. (a company listed on the Philippine Stock Exchange), and an Independent Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange). He is also the Chairman of the Environmental Heroes Foundation and World Vision; Vice Chairman of GMA Kapuso Foundation; and a Director of The New Standard newspaper. Mr. Puno served as the Chief Justice of the Philippine Supreme Court from 6 December 2006 until his retirement on 17 May 2010. He also served previously in the Philippine judiciary as an Associate Justice of the Supreme Court, Associate Justice of the Court of Appeals, Appellate Justice of the Intermediate Appellate Court and City Judge of Quezon City. He also served as Assistant Solicitor General and Deputy Minister of Justice. Mr. Puno completed his Bachelor of Science degree in Jurisprudence and Bachelor of Laws degree at the University of the Philippines, and has a Master of Laws degree from the University of California in Berkeley and a Master in Comparative Laws degree from the Southern Methodist University, Dallas, Texas. He also completed academic requirements for a Doctor of Juridical Science degree from the University of Illinois.

Mr. Carmelo L. SANTIAGO, aged 78, was appointed as an independent non-executive Director of the Company from 4 September 2007, Chairman of the Nomination Committee from 27 April 2012, a member of the Audit Committee and the Remuneration Committee from 4 September 2007. He is an Independent Director of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.) and San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange) and the Chairman of the Aurora Pacific Economic Zone Freeport Authority. Mr. Santiago is the founder of Wagyu Restaurant and also the founder and chairman of Melo's chain of restaurants in the Philippines. He is a former Director of the Company from 27 February 2003 to 23 February 2005 and Terbo Concept, Inc., and a former independent director of Liberty Telecoms Holdings Inc. Having over 40 years of directorate positions in various companies in the Philippines and Hong Kong, Mr. Santiago has extensive experience in foods, beverages, publication, properties, power and banking industries.

式會社海外銷售部經理及麒麟麥酒株式會社東北區域總部非現飲場所銷售部營業代表。小澤先生畢業於早稻田大學並取得經濟學士學位。

Reynato S. PUNO 先生，八十歲，於二零一二年十一月八日獲委任為本公司之獨立非執行董事及提名委員會成員，亦於二零一七年二月二十四日獲委任為薪酬委員會主席。Puno 先生為生力總公司（該公司於菲律賓證券交易所上市）及 Union Bank of the Philippines, Inc.（該公司於菲律賓證券交易所上市）之獨立董事；以及 PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之獨立專員。他亦是 Environmental Heroes Foundation 及世界宣明會之主席；GMA Kapuso Foundation 之副主席；以及 The New Standard newspaper 之董事。Puno 先生自二零零六年十二月六日起至二零一零年五月十七日退休止為菲律賓最高法院之首席法官。他曾於菲律賓司法機構出任最高法院之大法官、上訴法庭之法官、中級上訴法院之上訴庭法官及奎松市之法院法官。他曾擔任副檢察長及司法部副部長。Puno 先生於菲律賓大學完成法學理學士學位及法律學士學位，於加州柏克萊大學取得法律碩士學位，以及於德克薩斯州達拉斯的南方衛理公會大學取得比較法律碩士學位。他亦於伊利諾伊大學完成了法學理博士學位的學歷要求。

施雅高 先生，七十八歲，於二零零七年九月四日獲委任為本公司之獨立非執行董事，於二零一二年四月二十七日獲委任為提名委員會主席，於二零零七年九月四日獲委任為審核委員會成員及於薪酬委員會成員。他現任生力啤酒廠公司（該公司於 Philippine Dealing & Exchange Corp. 上市）及 San Miguel Food and Beverage, Inc.（該公司於菲律賓證券交易所上市）之獨立董事；以及 Aurora Pacific Economic Zone Freeport Authority 之主席。施先生為 Wagyu Restaurant 的創辦人，也是菲律賓 Melo's 餐廳之創辦人及主席。施先生於二零零三年二月二十七日至二零零五年二月二十三日曾任為本公司及 Terbo Concept, Inc. 之董事，他亦曾為 Liberty Telecoms Holdings Inc. 之獨立董事。施先生在菲律賓及香港兩地之多間公司擔任董事超過四十年。施先生於食品、飲料、出版、地產、能源及銀行業務皆擁有豐富經驗。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Mr. Kenji UCHIYAMA, aged 56, was appointed as a non-executive Director and member of the Nomination Committee of the Company on 13 April 2018. Mr. Uchiyama is a Director and the Executive Vice President of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.) and a Director of San Miguel Brewing International Limited, San Miguel Holdings (Thailand) Limited, San Miguel Beer (Thailand) Limited, Iconic Beverages, Inc., Brewery Properties Inc. and Brewery Landholdings, Inc.. He was also the Executive Officer and General Manager of Corporate Planning Department of Kirin Brewery Company, Limited; a Director of Diageo Kirin Company, Limited, Heineken Kirin Company, Limited, Eishogen Company, Limited, Kirin Distillery Company, Limited and The Brooklyn Brewery Corporation; and the President and Chief Executive Officer of The Brooklyn Brewery Japan Company, Limited. Mr. Uchiyama also held the following positions in the Kirin group: Deputy General Manager of Sales Department, in charge of Off-Premise Sales of Kirin Beer Marketing Company, Limited; and Head of Sales Promotion Section of Sales Department of Kirin Beer Marketing Company, Limited. Mr. Uchiyama graduated from Keio University with a Bachelor's degree in Social Psychology.

Mr. Tomoki YAMAUCHI, aged 53, was appointed as a non-executive Director of the Company on 27 October 2017. Mr. Yamauchi is a Director and the Executive Financial Advisor of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.). He is also a Director of San Miguel Brewing International Limited and San Miguel Beer (Thailand) Limited. He was previously the Senior Manager of Accounting Department of Kirin Company, Limited; Senior Manager of Planning Department of Kirin Beverage Company, Limited; Senior Manager of Management Planning Department of Kirin Company, Limited; Senior Manager of Accounting Unit Group Finance of Kirin Holdings Company, Limited; and Senior Manager of Finance and Accounting Department of Kirin Group Office Company, Limited. Mr. Yamauchi graduated from Keio University with a bachelor's degree in Economics. He also completed a program for Management Development in Harvard Business School.

Ms. Sum LI, CIA, FCCA, FHKICPA, aged 49, is the Group Chief Auditor of The Bank of East Asia, Limited. She is currently serving as President of The Institute of Internal Auditors Hong Kong. Ms. Li is a fellow member of The Hong Kong Institute of Directors, The Hong Kong Institute of Certified Public Accountants and The Association of Chartered Certified Accountants, and a Certified Internal Auditor. She was previously a Partner at KPMG's Risk Consulting group and is a Past President of The Asian Confederation of The Institutes of Internal Auditors. Ms. Li holds a Master Degree of Science in Finance from The Chinese University of Hong Kong.

內山健二先生，五十六歲，於二零一八年四月十三日獲委任為本公司之非執行董事及提名委員會成員。內山先生是生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）之董事及行政副總裁；生力啤酒國際有限公司、生力控股（泰國）有限公司、生力啤酒（泰國）有限公司、Iconic Beverages, Inc.、Brewery Properties Inc.及Brewery Landholdings, Inc.之董事。他曾任麒麟麥酒株式會社（「麒麟」）企業策劃部門之行政主任及總經理。他亦曾任Diageo Kirin Company, Limited、Heineken Kirin Company, Limited、Eishogen Company, Limited、Kirin Distillery Company, Limited及The Brooklyn Brewery Corporation之董事；以及The Brooklyn Brewery Japan Company, Limited之總裁及行政總裁。內山先生亦曾於麒麟集團擔任以下職務：Kirin Beer Marketing Company, Limited銷售部門之助理總經理，主責非現飲場所之銷售；Kirin Beer Marketing Company, Limited銷售部門之銷售推廣主管。內山先生畢業於慶應義塾大學並取得社會心理學學士學位。

山內智樹先生，五十三歲，於二零一七年十月二十七日獲委任為本公司之非執行董事。山內先生為生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）之董事及執行財務顧問。他亦為生力啤酒國際有限公司及生力啤酒（泰國）有限公司之董事。他曾任麒麟株式會社會計部門之高級經理及麒麟麥酒株式會社計劃部門之高級經理；麒麟株式會社管理計劃部門之高級經理；麒麟控股株式會社集團財務部門會計單位之高級經理；以及Kirin Group Office Company, Limited財務及會計部門之高級經理。山內先生畢業於慶應大學並取得經濟學士學位。他亦於哈佛商學院完成管理發展課程。

李深女士，CIA, FCCA, FHKICPA，49歲，是現任東亞銀行有限公司集團總稽核。她現為國際內部審計師協會香港分會會長。李女士是香港董事學會、香港會計師公會和英國特許公認會計師公會資深會員，及註冊內部審計師。她曾任職畢馬威事務所風險管理和合規諮詢服務合夥人和出任亞洲內部審計師協會聯合會執委會主席。李女士持有香港中文大學理學（金融）碩士。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

MANAGEMENT EXECUTIVES

Ramon G. TORRALBA
Managing Director

John K.L. CHEUNG
Chief Finance Officer & Company Secretary

Richard W.K. CHAN
General Sales Manager

Eric W.M. CHEUNG
Senior Manager — Information Technology

Steven CO
Senior Manager — Corporate Development

Eric P.K. LAM
Marketing Director

Edith Y.M. NG
Senior Manager — Human Resources & Administration

Kenneth W.S. YEUNG
Senior Manager — Operations

Ric W.T. YEUNG
Senior Manager — Logistics

Vincent K.M. KWOK
General Manager of San Miguel (Guangdong) Brewery Company Limited

Mr. Ramon G. TORRALBA, Managing Director. Please refer to the Directors section on page 57 for details.

Mr. John K.L. CHEUNG, *MBA, BBA*, aged 57, Chief Finance Officer & Company Secretary, joined the Company in 1997. Mr. Cheung is a member of the Institute of Management Accountants. He has over 34-year solid experience in finance and accounting in various industries. Mr. Cheung received a Master's degree and a Bachelor's degree, both in Business Administration, from Georgia State University, USA.

Mr Richard W.K. CHAN, *MSc*, aged 52, General Sales Manager, joined the Company in 2016. Mr. Chan has over 34 years of sales experience from various industries.

Mr. Eric W.M. CHEUNG, *DBA, MBA, MSc, BSc*, aged 58, Senior Manager – Information Technology, joined the Company in 1993. Mr. Cheung has gained 34 years of solid experience in the operations and management of the Information Technology functions.

行政管理人員

杜華博
執行董事

張嘉麟
財務總裁及公司秘書

陳永強
營業總經理

張維敏
資訊科技高級經理

許敏志
企業發展高級經理

林培光
市務總監

伍月薇
人力資源及行政高級經理

楊和新
生產高級經理

楊偉東
物流高級經理

郭敬文
生力(廣東)啤酒有限公司總經理

杜華博先生，執行董事；詳情請參閱第57頁之董事部份。

張嘉麟先生，*MBA, BBA*，五十七歲，財務總裁及公司秘書，於一九九七年加入本公司。張先生為管理會計師公會會員並於不同行業累積了超過三十四年之財務及會計經驗。張先生畢業於美國 Georgia State University，並取得工商管理碩士及學士學位。

陳永強先生，*MSc*，五十二歲，營業總經理，於二零一六年加入本公司。陳先生於不同行業具有超過三十四年銷售之豐富經驗。

張維敏先生，*DBA, MBA, MSc, BSc*，五十八歲，資訊科技高級經理，於一九九三年加入本公司。張先生擁有三十四年有關資訊科技方面的整體運作及管理之經驗。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Mr. Steven CO, BA, aged 51, Senior Manager – Corporate Development, joined San Miguel Brewing Group of San Miguel Corporation in 1994. Mr. Co has more than 26 years of experience in business planning, business research, corporate affairs and quality management in the Company.

Mr. Eric P.K. LAM, MBA, BA, aged 57, Marketing Director, joined the Company in 2008. Mr. Lam has over 27 years of experience in marketing in various industries.

Ms. Edith Y.M. NG, MBA, DIP, aged 58, Senior Manager – Human Resources & Administration, joined the Company in 1989. Ms. Ng has gained 34 years of experience in the fields of marketing, sales and human resources.

Mr. Kenneth W.S. YEUNG, MBA, BSc, aged 55, Senior Manager-Operations, first joined the Company in 1988. Mr. Yeung has over 31 years of service with the Company. He has extensive experience in the operations of beer production.

Mr. Ric W.T. YEUNG, BBA, aged 57, Senior Manager – Logistics, joined the Company in 1983. Mr. Yeung has more than 37 years of extensive experience in supply planning, procurement, physical distribution and import & export.

Mr. Vincent K.M. KWOK, MBA, BBA, aged 52, was appointed as the Managing Director of Guangzhou San Miguel Brewery Company Limited on 1 January 2011, and was assigned to be the General Manager of San Miguel (Guangdong) Brewery Company Limited on 1 January 2021. Mr. Kwok joined the Company in 2003. He has more than 29 years of solid experience in marketing and management in various industries.

許敏志先生，BA，五十一歲，企業發展高級經理，於一九九四年加入生力總公司啤酒業務部。許先生擁有超過二十六年業務策劃、業務研究、企業事務及品質管理之經驗。

林培光先生，MBA, BA，五十七歲，市務總監，於二零零八年加入本公司。林先生於不同行業累積了超過二十七年之市務經驗。

伍月薇女士，MBA, DIP，五十八歲，人力資源及行政高級經理，於一九八九年加入本公司。伍女士擁有三十四年市務、銷售及人力資源之經驗。

楊和新先生，MBA, BSc，五十五歲，生產高級經理，於一九八八年第一次加入本公司。楊先生於本公司服務超過三十一年。他於啤酒生產業務擁有豐富經驗。

楊偉東先生，BBA，五十七歲，物流高級經理，於一九八三年加入本公司。楊先生擁有超過三十七年之供應策劃、採購、儲運及進出口之豐富經驗。

郭敬文先生，MBA, BBA，五十二歲，於二零一一年一月一日獲委任為廣州生力啤酒有限公司董事總經理，於二零二一年一月一日調任為生力（廣東）啤酒有限公司總經理。郭先生於二零零三年加入本公司。他於不同行業累積了超過二十九年之市務及管理經驗。

STATISTICAL ANALYSIS OF OPERATIONS 經營統計分析

Years ended 31 December, in Hong Kong dollar thousands except per share data and number of personnel

截至十二月三十一日止年度，除每股股份數據及員工人數外均以港幣千元計算

Ten Year Review

十年回顧

		2020 二零二零年	2019 二零一九年	2018 二零一八年
Revenue	收入	555,658	580,050	584,609
Profit/(loss) from operations (1)	經營盈利／(虧損)(1)	14,920	7,788	(64,690)
Profit/(loss) for the year (1)	年度盈利／(虧損)(1)	13,851	8,300	(74,088)
Taxes paid, including beer tax	稅項連啤酒稅	11,068	13,825	17,338
Cash dividends attributable to the year	年度應佔現金股息	—	—	—
Cash dividends per share (cents)	每股現金股息(仙)	—	—	—
Non-current tangible assets and projects under development	非流動有形資產及發展中項目	465,291	474,377	487,708
Net worth	淨值	543,011	515,914	500,668
Salaries, wages and other benefits	薪金、工資及其他福利	121,179	122,952	123,067
Number of personnel (2)	員工人數(2)	517	491	516

(1) Profit from operations and profit for 2012 have been restated for the change in accounting policy for employee benefits.

(2) Number of personnel represents actual headcount of regular personnel as of the last working day of the year.

STATISTICAL ANALYSIS OF OPERATIONS 經營統計分析

Years ended 31 December, in Hong Kong dollar thousands except per share data and number of personnel

截至十二月三十一日止年度，除每股股份數據及員工人數外均以港幣千元計算

2017 二零一七年	2016 二零一六年	2015 二零一五年	2014 二零一四年	2013 二零一三年	2012 二零一二年 (restated) (已重列)	2011 二零一一年
565,785	541,427	569,502	728,640	687,093	686,362	683,879
20,692	11,505	(11,555)	41,635	28,674	243,428	(48,365)
15,219	6,705	(16,909)	36,994	25,824	226,976	(68,638)
13,432	10,494	15,984	20,670	19,614	26,683	36,009
—	—	—	7,472	3,736	—	—
—	—	—	2	1	—	—
576,388	584,806	597,381	621,309	635,893	654,678	389,671
584,811	558,084	544,986	571,949	543,678	511,836	297,223
121,606	116,014	118,421	116,888	106,631	104,724	101,023
516	539	549	566	587	606	635

- (1) 經營盈利及二零一二年之盈利已就僱員福利之會計政策改變重列。
(2) 員工人數指於年度最後一個工作日之實際全職及長期合約員工數目。

CONSOLIDATED INCOME STATEMENT 綜合收益表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
(以港幣計算)

		Note 附註	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Revenue	收入	3	555,658	580,050
Cost of sales	銷售成本		(312,267)	(321,204)
Gross profit	毛利		243,391	258,846
Other net income	其他收益淨額	4	40,722	26,972
Selling and distribution expenses	銷售及分銷開支		(169,265)	(190,156)
Administrative expenses	行政開支		(90,398)	(80,127)
Other operating expenses	其他經營開支		(9,530)	(7,747)
Profit from operations	經營盈利		14,920	7,788
Finance costs	財務費用	5(a)	(2,373)	(4,478)
Profit before taxation	除稅前盈利	5	12,547	3,310
Income tax credit	所得稅計入	6	1,304	4,990
Profit for the year	年度盈利		13,851	8,300
Attributable to:	應佔如下：			
Equity shareholders of the Company	本公司權益持有人		17,228	11,583
Non-controlling interests	非控股權益		(3,377)	(3,283)
Profit for the year	年度盈利		13,851	8,300
Earnings per share	每股盈利			
Basic (cents)	基本 (仙)	10(a)	5	3
Diluted (cents)	攤薄 (仙)	10(b)	N/A 不適用	N/A 不適用

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME 綜合全面收益表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
(以港幣計算)

	Note 附註	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Profit for the year	年度盈利	13,851	8,300
Other comprehensive income for the year (after tax)	年度其他全面收益 (除稅後)		
	9		
<i>Items that may be reclassified subsequently to profit or loss</i>	將來或會重新列入損益的項目		
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	因換算海外附屬公司財務報表及因換算組成集團於附屬公司之投資的貨幣項目所產生之匯兌差額	4,203	(1,225)
<i>Items that will not be reclassified to profit or loss</i>	將來不會重新列入損益的項目		
Actuarial gains and losses of defined benefit retirement plan	定額福利退休計劃之精算盈利及虧損	9,043	8,252
		13,246	7,027
Total comprehensive income for the year	年度全面收益總額	27,097	15,327
Attributable to:	應佔如下：		
Equity shareholders of the Company	本公司權益持有人	32,445	17,982
Non-controlling interests	非控股權益	(5,348)	(2,655)
Total comprehensive income for the year	年度全面收益總額	27,097	15,327

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION 綜合財務狀況表

At 31 December 2020
(Expressed in Hong Kong dollars)

於二零二零年十二月三十一日
(以港幣計算)

		Note 附註	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Non-current assets	非流動資產			
Property, plant and equipment	物業、機器及設備	11(a)	348,409	352,764
Investment properties	投資物業	11(a)	116,882	121,613
			465,291	474,377
Intangible assets	無形資產	12	4,771	4,771
			470,062	479,148
Current assets	流動資產			
Inventories	存貨	14	56,709	51,027
Trade and other receivables	應收貿易及其他賬項	15	42,775	51,399
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項	16	16,829	19,595
Amount due from a related company	應收關連公司賬項	16	1,260	1,492
Bank deposits	銀行存款	17	43,770	22,661
Cash and cash equivalents	現金及等同現金項目	17	112,339	106,732
			273,682	252,906
Current liabilities	流動負債			
Trade and other payables	應付貿易及其他賬項	18	(83,027)	(83,301)
Loans from related companies	關連公司之貸款	19	(54,731)	(51,115)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	16	(9,418)	(9,410)
Amounts due to related companies	應付關連公司賬項	16	(12,975)	(8,632)
Lease liabilities	租賃負債	22	(11)	(932)
Current tax payable	應付稅項	21	—	(894)
			(160,162)	(154,284)
Net current assets	流動資產淨值		113,520	98,622

CONSOLIDATED STATEMENT OF FINANCIAL POSITION 綜合財務狀況表

At 31 December 2020
(Expressed in Hong Kong dollars)

於二零二零年十二月三十一日
(以港幣計算)

		Note 附註	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Total assets less current liabilities	總資產減流動負債		583,582	577,770
Non-current liabilities	非流動負債			
Loans from related companies	關連公司之貸款	19	(38,158)	(51,115)
Retirement benefit liabilities	退休福利負債	20(a)	(2,378)	(10,741)
Lease liabilities	租賃負債	22	(35)	—
			(40,571)	(61,856)
NET ASSETS	資產淨值		543,011	515,914
CAPITAL AND RESERVES	股本及儲備			
Share capital	股本	23(b)	252,524	252,524
Other reserves	其他儲備		324,005	291,560
Total equity attributable to equity shareholders of the Company	本公司權益持有人應佔權益		576,529	544,084
Non-controlling interests	非控股權益		(33,518)	(28,170)
TOTAL EQUITY	權益總值		543,011	515,914

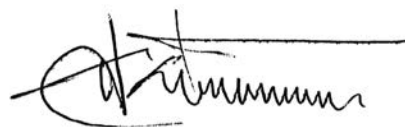
Approved and authorised for issue by the board of directors on 1 March 2021.

經由董事會於二零二一年三月一日批准及授權刊發。



Ramon S. Ang
Director

蔡啓文
董事



Ramon G. Torralba
Director

杜華博
董事

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY 綜合權益變動表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
(以港幣計算)

		Attributable to equity shareholders of the Company 本公司權益持有人應佔部份					Non-	Total
	Note	Share capital	Capital reserve	Exchange fluctuation reserve	Retained profits	Sub-total	controlling interests	equity
	附註	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
		千元	千元	千元	千元	千元	千元	千元
Balance at 1 January 2019	於二零一九年 一月一日結餘	252,524	112,970	76,304	84,304	526,102	(25,515)	500,587
Changes in equity for 2019:	二零一九年權益變動：							
Profit/(loss) for the year	年度盈利/(虧損)	—	—	—	11,583	11,583	(3,283)	8,300
Other comprehensive income	其他全面收益	9	—	(1,853)	8,252	6,399	628	7,027
Total comprehensive income for the year	年度全面收益總額	—	—	(1,853)	19,835	17,982	(2,655)	15,327
Balance at 31 December 2019 and 1 January 2020	於二零一九年 十二月三十一日及 二零二零年一月一日	252,524	112,970	74,451	104,139	544,084	(28,170)	515,914
Changes in equity for 2020:	二零二零年權益變動：							
Profit/(loss) for the year	年度盈利/(虧損)	—	—	—	17,228	17,228	(3,377)	13,851
Other comprehensive income	其他全面收益	9	—	6,174	9,043	15,217	(1,971)	13,246
Total comprehensive income for the year	年度全面收益總額	—	—	6,174	26,271	32,445	(5,348)	27,097
Balance at 31 December 2020	於二零二零年 十二月三十一日結餘	252,524	112,970	80,625	130,410	576,529	(33,518)	543,011

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED CASH FLOW STATEMENT 綜合現金流量表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
(以港幣計算)

	Note	2020	2019
	附註	二零二零年 \$'000 千元	二零一九年 \$'000 千元
Operating activities	經營業務		
Cash generated from operations	17(b)	46,081	37,397
Tax paid:			
— Hong Kong Profits Tax paid		(874)	—
Net cash generated from operating activities	經營業務之現金流入淨額	45,207	37,397
Investing activities	投資活動		
Payment for the purchase of non-current assets		(13,630)	(10,807)
Proceeds from disposal of non-current assets		2,489	2,229
(Increase)/decrease in bank deposits		(21,109)	14,057
Interest received		1,287	1,592
Net cash (used in)/generated from investing activities	投資活動之現金(流出)/流入淨額	(30,963)	7,071
Financing activities	融資活動		
Proceeds from new loans from related companies	17(c)	3,854	—
Repayment of loans from related companies	17(c)	(12,719)	(12,779)
Capital element of lease rentals paid	17(c)	(943)	(1,085)
Interest element of lease rentals paid	17(c)	(15)	(37)
Interest paid	17(c)	(2,238)	(4,303)
Net cash used in financing activities	融資活動之現金流出淨額	(12,061)	(18,204)
Net increase in cash and cash equivalents	現金及等同現金項目之淨額增加	2,183	26,264
Cash and cash equivalents at 1 January	於一月一日之現金及等同現金項目結存	106,732	81,091
Effect of foreign exchange rates changes	匯率變動之影響	3,424	(623)
Cash and cash equivalents at 31 December	於十二月三十一日之現金及等同現金項目結存	112,339	106,732

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies

(a) Statement of compliance

These financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards (“HKFRSs”), which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“HKASs”) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”), accounting principles generally accepted in Hong Kong and the requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”). Significant accounting policies adopted by the Group are disclosed below.

The HKICPA has issued certain amendments to HKFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 1(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2020 comprise the Company and its subsidiaries (together referred to as the “Group”).

The measurement basis used in the preparation of the financial statements is the historical cost basis.

The preparation of financial statements in conformity with HKFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of HKFRSs that have significant effect on the financial statements and major sources of estimation uncertainty are discussed in note 2.

1 主要會計政策

(a) 遵守聲明

本財務報表乃根據所有適用之香港財務報告準則（「香港財務報告準則」）而編撰。「香港財務報告準則」一詞包括香港會計師公會頒佈之所有適用的個別香港財務報告準則、香港會計準則（「香港會計準則」）及詮釋、香港公認會計原則及香港《公司條例》之規定。該等財務報表亦遵守香港聯合交易所有限公司證券上市規則（「上市規則」）之適用披露規定。本集團採用之主要會計政策概要如下。

香港會計師公會已頒佈若干經修訂之香港財務報告準則，並於本集團之本會計期間首次生效或可供提早採納。首次應用此等適用於本集團之新訂準則所引致於當期及以往會計期間之任何會計政策變動已於本財務報表內反映，有關資料載於附註1(c)。

(b) 編撰財務報表之準則

截至二零二零年十二月三十一日止年度之綜合財務報表包括本公司及其附屬公司（統稱為「本集團」）。

財務報表乃以歷史成本為編撰基準。

編撰符合香港財務報告準則的財務報表要求管理層作出會影響政策應用及資產、負債、收入與開支的報告數額的判斷、估計及假設的規定。估計及有關假設乃根據過往經驗及多個相信有關情況下屬合理的其他因素而作出，其結果成為對在其他來源並不顯然易見的資產與負債賬面值作出判決的基礎。實際結果可能有異於該等估計。

估計及相關假設會持續檢討。對會計估計進行修訂時，若修訂只影響該期間，則修訂會在修訂估計的期間內確認；若修訂影響到當期及未來期間，則在修訂及未來期間確認。

就採用香港財務報告準則時所作出的判斷，以及作出對下一年度之財務報表構成重大調整風險之估計的討論內容載列於附註2。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(c) Changes in accounting policies

The HKICPA has issued a number of amendments to HKFRSs that are first effective for the current accounting period of the Group.

None of these developments have had a material effect on how the Group's results and financial position for current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

(d) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. When assessing whether the Group has power, only substantive rights (held by the Group and other parties) are considered.

An investment in a subsidiary is consolidated into the consolidated financial statements from the date that control commences until the date that control ceases. Intra-group balances, transactions and cash flows and any unrealised profits arising from intra-group transactions are eliminated in full in preparing the consolidated financial statements. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised profits but only to the extent that there is no evidence of impairment.

Non-controlling interests represent the equity in a subsidiary not attributable directly or indirectly to the Company and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability. For each business combination, the Group can elect to measure any non-controlling interests either at fair value or at the non-controlling interests' proportionate share of the subsidiary's net identifiable assets.

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. Non-controlling interests in the results of the Group are presented on the face of the consolidated income statement and the consolidated statement of comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between non-controlling interests and the equity shareholders of the Company.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions, whereby adjustments are made to the amounts of controlling and non-controlling interests within consolidated equity to reflect the change in relative interests, but no gain or loss is recognised.

1 主要會計政策 (續)

(c) 會計政策的變動

香港會計師公會已頒佈多項對香港財務報告準則的修訂，並於本集團及本公司的今個會計期間首次生效。

採納該等修訂未有對本集團在本期及過往的業績及財務狀況構成重大財務影響。本集團並未採用任何於本期會計期間尚未生效的新準則或詮釋。

(d) 附屬公司及非控股權益

附屬公司是指由本集團控制的實體。當本集團因參與某實體而享有或有權享有浮動的回報，且具有通過其對該實體的控制影響這些回報的能力時，即控制了該實體。在評估本集團是否具有控制權時，僅考慮實質權利（由本集團及其他方持有）。

於附屬公司之投資由持有控制權開始併入綜合財務報表內，直至控制權終止為止。本集團內公司之間之結餘、交易及現金流量，以及交易所產生之任何未變現盈利，乃於編製綜合財務報表時悉數抵銷。如無減值證據，本集團內公司之間之交易而產生之未變現虧損，乃以未變現盈利相同之形式抵銷。

非控股權益是指非直接或間接歸屬於本公司的附屬公司權益，而本集團未與該權益持有者達成任何附加協議，致令集團整體上對該等權益產生符合財務負債定義的法定義務。對於每項企業合併，集團可選擇以公允價值或以其在附屬公司可辨認資產淨值的所佔比例確認非控股權益。

非控股權益在綜合財務狀況表內的股東權益列示，但與可歸屬於集團股東權益分開。非控股權益佔本集團年度內總盈利或虧損在綜合收益表以分配為非控股權益及可歸屬於本公司股東權益形式呈報。

本集團於附屬公司權益之變化但未引起控制權喪失的交易，按權益內部交易入賬，於合併權益項下之控股及非控股權益作出調整以反映相關權益變動，但不確認損益。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(d) Subsidiaries and non-controlling interests (Continued)

When the Group loses control of a subsidiary, it is accounted for as a disposal of the entire interest in that subsidiary, with a resulting gain or loss being recognised in profit or loss. Any interest retained in that former subsidiary at the date when control is lost is recognised at fair value and this amount is regarded as the fair value on initial recognition of a financial asset or, when appropriate, the cost on initial recognition of an investment in an associate or joint venture.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 1(i)).

(e) Property, plant and equipment

The following items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses (see note 1(i)), with the exception of construction in progress which is stated at cost less any impairment losses (see note 1(i)):

- right-of-use assets arising from leases over leasehold properties when the Group is not the registered owner of the property interest; and
- items of plant and equipment including right-of-use assets arising from leases of underlying plant and equipment (see note 1(g)).

Gains or losses arising from the retirement or disposal of an item of property, plant and equipment are determined as the difference between the net disposal proceeds and the carrying amount of the item and are recognised in profit or loss on the date of retirement or disposal.

Depreciation is calculated to write off the cost of items of property, plant and equipment, less their estimated residual values, if any, using the straight-line method over their estimated useful lives as follows:

- Leasehold land is depreciated over the unexpired term of lease.
- Buildings situated on leasehold land are depreciated over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years.
- Machinery, equipment, furniture and fixtures 2 to 50 years
- Motor vehicles 5 to 7 years

No provision for depreciation is made on construction in progress until such time when the assets are substantially completed and ready for use.

Where parts of an item of property, plant and equipment have different useful lives, the cost of the item is allocated on a reasonable basis between the parts and each part is depreciated separately. Both the useful life of an asset and its residual value, if any, are reviewed annually.

1. 主要會計政策 (續)

(d) 附屬公司及非控股權益 (續)

如果本集團失去附屬公司之控制權，該項交易將按處置該附屬公司全部權益記錄，相關交易確認損益。任何本集團所保留之前附屬公司剩餘權益按喪失控制權日公允值確認，該值為金融資產初始確認之公允值，或為於聯營公司或共同控制實體之初始投資成本（如適用）。

在本公司之財務狀況表內，附屬公司權益以成本減減值虧損（見附註1(i)）列帳。

(e) 物業、機器及設備

除在建工程以成本減去減值虧損（見附註1(i)）列賬外，以下的物業、機器及設備按成本減累計折舊及減值虧損列賬（見附註1(i)）：

- 在本集團並非物業權益之註冊擁有人之情況下產生自租賃物業租賃之使用權資產；及
- 包括產生自相關機器及設備租賃之使用權資產之機器及設備項目（見附註1(g)）

報廢或出售物業、機器及設備項目之盈虧，乃出售所得款項淨額以及有關項目賬面值之差額，並於報廢或出售日在損益中確認。

折舊乃將物業、機器及設備成本減其估計剩餘價值（如有），在其下述估計可使用年期限間以直線法計算而撇銷：

- 分類為融資租賃下的土地於未屆滿租賃期間折舊。
- 在租賃土地上的物業於未屆滿租賃期及其估計可使用年期（不超過五十年）兩者中較短期間折舊。
- 機器、設備、傢俬及裝置 兩年至五十年
- 車輛 五年至七年

在建工程於資產完成及可投入使用前不會計提折舊。

當一項物業、機器及設備之各部份有不同的可使用年期，此項目各部份之成本將按合理基礎分配，而每部份將作個別折舊。本集團每年檢討資產之可使用年期及其剩餘價值（如有）。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(f) Investment properties

Investment properties are land and buildings which are owned or held under a leasehold interest (see note 1(g)) to earn rental income and/or for capital appreciation.

Investment properties are stated at cost less accumulated depreciation and impairment losses (see note 1(i)(ii)). Depreciation is calculated to write off the cost of investment properties, less their estimated residual values, if any, using the straight-line method over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years.

Both the useful lives of the investment properties and their residual values, if any, are reviewed annually.

Rental income from investment properties is accounted for as described in note 1(r)(iii).

(g) Leased assets

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

Where the contract contains lease component and non-lease component, the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value assets which, for the Group are primarily laptops and office furniture. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. The lease payments associated with those leases which are not capitalised are recognised as an expense on a systematic basis over the lease term.

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is calculated using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and hence are charged to profit or loss in the accounting period in which they are incurred.

1. 主要會計政策 (續)

(f) 投資物業

投資物業為賺取租金收入及／或為資本增值而擁有或根據租賃權益(見附註1(g))持有的土地及房產。

投資物業按成本減累計折舊及減值虧損列賬(見附註1(i)(ii))。折舊乃將投資物業成本減其剩餘價值(如有)，在未屆滿租賃期及其估計可使用年期(不超過五十年)兩者中較短期間以直線法計算而撇銷。

投資物業的可使用年期及其剩餘價值(如有)均按年作出檢討。

投資物業的租金收入根據附註1(r)(iii)所述方式計算。

(g) 租賃資產

本集團於合約開始時評估合約是否屬於(或包含)租賃。倘合約為換取代價而轉移在一段時間內控制已識別資產使用之權利，則該合約屬於(或包含)租賃。倘客戶既有權指示已識別資產之使用又有權從使用已識別資產獲得絕大部分經濟利益，則控制權已告轉移。

對於包含租賃部分及非租賃部分之合約，本集團已選擇不將非租賃部分分開處理，而是就所有租賃將各租賃部分及任何相關之非租賃部分作為單一租賃部分入賬。

本集團於租賃開始日期確認使用權資產及租賃負債，惟租期為十二個月或以下之短期租賃或低價值資產(就本集團而言主要為手提電腦及辦公室傢俬)之租賃除外。當本集團就低價值資產訂立租賃時，本集團會按租賃之個別情況決定是否將租賃資本化。與該等並未資本化之租賃相關之租賃付款於租期內有系統地確認為開支。

在租賃資本化之情況下，租賃負債初步於租期內按應付租賃付款之現值確認，並使用租賃隱含之利率或(倘有關利率難以釐定)相關增量借款利率貼現。於初步確認後，租賃負債按攤銷成本計量，而利息支出使用實際利率法計算。計量租賃負債時不會計入並非視乎指數或利率而定之可變租賃付款，因此有關付款會於其產生之會計期間自損益扣除。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(g) Leased assets (Continued)

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see notes 1(e) and 1(i)(ii)).

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, or there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or there is a change arising from the reassessment of whether the Group will be reasonably certain to exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' and presents lease liabilities separately in the consolidated statement of financial position.

(h) Intangible assets

Intangible assets represent acquired trademarks and club debentures and are stated at cost less impairment losses (see note 1(i)(ii)).

These intangible assets are not amortised as their useful lives are assessed to be indefinite and are tested annually for impairment (see note 1(i)(ii)).

The conclusion that the useful life of an intangible asset is indefinite is reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment for that asset.

(i) Credit losses and impairment of assets

(i) Credit losses from financial instruments

The loss allowance is measured at an amount equal to lifetime expected credit losses (ECLs), which are those losses that are expected to occur over the expected life of the trade receivables and amounts due from holding companies, fellow subsidiaries and related companies (trade-related). The loss allowance is estimated based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic conditions at the reporting date.

1. 主要會計政策 (續)

(g) 租賃資產 (續)

於租賃資本化時確認之使用權資產初步按成本計量，其中包括租賃負債之初始金額加上於開始日期或之前作出之任何租賃付款以及任何已產生之初始直接成本。在適用情況下，使用權資產之成本亦包括拆卸並移除相關資產或修復相關資產或其所在場地之估計成本（折現至其現值）扣除任何已收取之租賃優惠。使用權資產其後按成本扣除累計折舊及減值虧損（見附註1(e)及1(i)(ii)）列賬。

倘指數或利率變動導致未來租賃付款有變，或本集團對預期根據剩餘價值擔保之應付金額所作之估計有變，或因本集團重新評估是否合理確定將行使購買、延長或終止選擇權而導致變動，則重新計量租賃負債。倘租賃負債在此等情況下重新計量，則對使用權資產之賬面值作相應調整，或（倘使用權資產之賬面值已減至零）將有關調整列入損益。

本集團將不符合投資物業定義之使用權資產呈列於「物業、機器及設備」，並於綜合財務狀況表獨立呈列租賃負債。

(h) 無形資產

商標及會所債權證以成本減去減值虧損列賬（見附註1(i)(ii)）。

該等無形資產並無攤銷，因為其可使用年期被評估為不確定及每年須作減值測試（見附註1(i)(ii)）。

無形資產之可使用年期不確定的結論須每年檢討以確定情況是否繼續支持該資產之不確定使用年期之評估結果。

(i) 信貸虧損及資產減值

(i) 財務工具衍生之信貸虧損

虧損撥備的計算金額等於終身預期信貸虧損，即應收貿易賬在預計年內之預計虧損。虧損撥備之估量是基於一個以本集團的歷史信貸虧損經驗得出的撥備模型，並根據債務人特定因素作出調整，及於報告日評估當前及預測一般經濟狀況。

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(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(i) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments (Continued)

ECLs are remeasured at each reporting date with any changes recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss with a corresponding adjustment to the carrying amount of trade receivables and amounts due from holding companies, fellow subsidiaries and related companies (trade-related) through a loss allowance account.

The gross carrying amount of a trade debtor or other receivable 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.

(ii) Impairment of other assets

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that the following assets may be impaired or an impairment loss previously recognised no longer exists or may have decreased:

- Property, plant and equipment;
- Investment properties;
- Intangible assets; and
- Investments in subsidiaries in the Company's statement of financial position.

If any such indication exists, the asset's recoverable amount is estimated. In addition, for intangible assets that have indefinite useful lives, the recoverable amount is estimated annually whether or not there is any indication of impairment.

- Calculation of recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generates cash inflows independently (i.e. a cash-generating unit).

- Recognition of impairment losses

An impairment loss is recognised in profit or loss if the carrying amount of an asset, or the cash-generating unit to which it belongs, exceeds its recoverable amount. Impairment losses recognised in respect of cash-generating units are allocated to reduce the carrying amount of the assets in the unit (or group of units) on a pro rata basis, except that the carrying value of an asset will not be reduced below its individual fair value less costs of disposal (if measurable) or value in use.

1. 主要會計政策 (續)

(i) 信貸虧損及資產減值 (續)

(i) 財務工具衍生之信貸虧損 (續)

預期信貸虧損在每個報告日期重新計量，任何變更均在損益中確認。本集團所確認的減值損益，均通過虧損撥備賬對應收貿易及其他應收款項的賬面值作出相應調整。

應收貿易賬或其他應收賬的賬面總額在沒有回收可能的情況下予以註銷（部分或全部）。這情況一般包括當債務人沒有可產生足夠現金流以償還註銷金額的資產或收入來源。

(ii) 其他資產減值

於每個結算日會檢討內部及外間資料，以識別下列資產是否已出現減值或之前已確認之減值是否已不存在或減少：

- 物業、機器及設備；
- 投資物業；
- 無形資產；及
- 於本公司財務狀況表的附屬公司權益。

倘若存在任何有關跡象，則會估計資產的可收回金額。此外，就沒有確實可使用年期的無形資產而言，本集團會每年估計其可收回金額，以確定是否有任何減值跡象。

- 計算可收回金額

資產之可收回金額為其售價淨額及使用價值兩者中之較高者。於評估使用價值時，會使用除稅前貼現率將估計的未來現金流量貼現至現值。該貼現率應是反映市場當時所評估之貨幣時間價值和該資產之獨有風險。倘資產並未能在大致獨立於其他資產下賺取現金流量，則就獨立賺取現金流量之最小組別資產（即賺取現金單位）來釐定可收回金額。

- 確認減值虧損

每當資產（或其所屬的現金產生單位）的賬面值超過其可收回金額，即會在收益表確認減值虧損。就賺取現金單位確認的減值虧損，會以減少單位（或該組單位）資產的賬面值按比例分配，惟資產賬面值不會減少至低於其本身的公允價值減銷售成本或使用價值（若能釐定）。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(i) Credit losses and impairment of assets (Continued)

(ii) Impairment of other assets (Continued)

— Reversals of impairment losses

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to profit or loss in the year in which the reversals are recognised.

(j) Inventories

Inventories are assets which are held for sale in the ordinary course of business, in the process of production for such sale or in the form of materials or supplies to be consumed in the production process or in the rendering of services.

Inventories are carried at the lower of cost and net realisable value.

Cost is calculated using the weighted average cost formula and comprises all costs of purchase, costs of conversion 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.

(k) Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due.

Receivables are stated at amortised cost using the effective interest method less allowance for credit losses (see note 1(i)(i)).

(l) Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method. Interest expense is recognised in accordance with the Group's accountings policy for borrowing costs (see note 1(t)).

1. 主要會計政策 (續)

(i) 信貸虧損及資產減值 (續)

(ii) 其他資產減值 (續)

— 撥回減值虧損

倘用以釐訂可收回金額之估計出現好轉，則撥回減值虧損。

撥回之減值虧損僅限於倘過往年度並未確認減值虧損而釐訂之資產之賬面值。撥回之減值虧損乃於確認撥回之年度計入損益中。

(j) 存貨

存貨是指在日常業務過程中持有待售的資產、製造該待售資產過程中的半製成品，以及在生產過程或在提供服務時使用的材料和消耗品。

存貨乃按成本或可變現淨值兩者之較低者估值。

成本以加權平均成本法計算，並包括所有購買成本、加工成本及將存貨達致現時地點與狀況所產生之其他成本。

可變現淨值為日常業務之估計售價減估計完成成本及估計銷售成本。

於出售存貨時，該等存貨之賬面值會確認有關收益期間列作開支。

存貨撇減至可變現淨值之數額及所有存貨虧損均於撇減或虧損期間列作開支。因可變現淨值增加而需撥回的任何存貨減值會扣減轉回發生期間所確認的支出。

(k) 應收貿易及其他賬項

應收賬項在本集團有無條件接納代價之權利時確認。如果在支付該對價到期之前只需要經過一段時間，則獲得代價的權利是無條件的。

應收款項採用實際利率法減去信貸虧損撥備，按攤銷成本法入賬（見附註1(i)(i)）。

(l) 附息借款

附息借款最初按公允價值減交易費用確認。於確認後，附息借款將採用實際利率法按攤銷成本列值。利息開支乃根據本集團的借貸成本會計政策確認（見附註1(t)）。

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1 Significant accounting policies (Continued)

(m) Trade and other payables

Trade and other payables are initially recognised at fair value and subsequently stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at cost.

(n) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for expected credit losses ("ECL") in accordance with the policy set out in note 1(i)(i).

(o) Employee benefits

(i) Short term employee benefits and contributions to defined contribution retirement plans

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

(ii) Defined benefit retirement plan obligations

The Group's net obligation in respect of defined benefit retirement plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value and the fair value of any plan assets is deducted. The calculation is performed by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan.

Service cost and net interest expense or income on the net defined benefit liability or asset are recognised in profit or loss and allocated by function as part of "cost of sales", "selling and distribution expenses" or "administrative expenses". Current service cost is measured as the increase in the present value of the defined benefit obligation resulting from employee service in the current period. When the benefits of a plan are changed, or when a plan is curtailed, the portion of the changed benefit related to past service by employees, or the gain or loss on curtailment, is recognised as an expense in profit or loss at the earlier of when the plan amendment or curtailment occurs and when related restructuring costs or termination benefits are recognised. Net interest expense or income for the period is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the reporting period to the net defined benefit liability or asset. The discount rate is the yield at the end of the reporting period on high quality corporate bonds that have maturity dates approximating the terms of the Group's obligations.

1. 主要會計政策 (續)

(m) 應付貿易及其他款項

應付貿易及其他款項最初按公允價值確認，其後則按攤銷成本列值，惟倘貼現影響不大，則按成本列值。

(n) 現金及等同現金項目

現金及等同現金項目指銀行結存、現金、銀行及其他財務機構之活期存款及短期流通性高之投資，而該等投資隨時可兌換成已知的現金金額且無重大變值風險，並為購入後三個月內到期之投資項目。現金及等同現金項目按附註 1(i)(i) 所示評估預計信貸虧損。

(o) 僱員福利

(i) 短期僱員福利及定額供款

退休計劃之供款薪金、年終花紅、有薪年假、定額供款退休計劃之供款及本集團所提供之非幣值福利均於本集團僱員提供有關服務之年度累計。

(ii) 定額福利退休計劃之承擔

本集團有關定額福利退休計劃的淨負債是按員工於現時及過往期間所提供的服務估計其賺取的未來收益計算；該福利以折現計算其現值並扣減任何計劃資產的公平價值。有關計算由合資格的精算師以預計單位貸記法進行。當計算結果對本集團帶來利益，已確認資產限於以任何公積金的未來退款或供款的扣減款項為形式的經濟利益現值。

定額福利負債或資產淨額的服務成本和利息支出或收入淨額在損益中確認，並按其作用劃撥為「銷售成本」、「銷售及分銷開支」或「行政開支」的一部分。現時服務成本是按照本期僱員的服務所產生的定額福利負債的現值增加額計量。當計劃的利益出現變動或計劃有所縮減時，與僱員過往提供服務有關的計劃變動部分或就縮減錄得的損益，會在計劃改變或縮減發生時或確認相關重組成本或辭退福利時（以較早者為準），於損益內確認為支出。期內利息支出或收入淨額是將在報告期初計量定額福利負債所採用的折現率應用於定額福利負債或資產淨額而釐定。所用的折現率是根據結算日與本集團所承擔負債期限相若的優質企業債券於報告期末的收益率釐定。

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1 Significant accounting policies (Continued)

(o) Employee benefits (Continued)

(iii) Termination benefits (Continued)

Termination benefits are recognised at the earlier of when the Group can no longer withdraw the offer of those benefits and when it recognises restructuring costs involving the payment of termination benefits.

(p) Income tax

Income tax for the year comprises current tax and movements in deferred tax assets and liabilities. Current tax and movements in deferred tax assets and liabilities are recognised in profit or loss, except to the extent that they relate to items recognised in other comprehensive income or directly in equity, in which case the relevant amounts of tax are recognised in other comprehensive income or directly in equity, respectively.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax assets and liabilities arise from deductible and taxable temporary differences respectively, being the differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax bases. Deferred tax assets also arise from unused tax losses and unused tax credits.

Apart from certain limited exceptions, all deferred tax liabilities and all deferred tax assets, to the extent that it is probable that future taxable profits will be available against which the asset can be utilised, are recognised. Future taxable profits that may support the recognition of deferred tax assets arising from deductible temporary differences include those that will arise from the reversal of existing taxable temporary differences, provided those differences relate to the same taxation authority and the same taxable entity, and are expected to reverse either in the same period as the expected reversal of the deductible temporary difference or in periods into which a tax loss arising from the deferred tax asset can be carried back or forward. The same criteria are adopted when determining whether existing taxable temporary differences support the recognition of deferred tax assets arising from unused tax losses and credits, that is, those differences are taken into account if they relate to the same taxation authority and the same taxable entity, and are expected to reverse in a period, or periods, in which the tax loss or credit can be utilised.

The limited exceptions to recognition of deferred tax assets and liabilities are those temporary differences arising from goodwill not deductible for tax purposes, the initial recognition of assets or liabilities that affect neither accounting nor taxable profit (provided they are not part of a business combination) and temporary differences relating to investments in subsidiaries to the extent that, in the case of taxable differences, the Group controls the timing of the reversal and it is probable that the differences will not reverse in the foreseeable future or, in the case of deductible differences, unless it is probable that they will reverse in the future.

1. 主要會計政策 (續)

(o) 僱員福利 (續)

(iii) 終止僱傭福利 (續)

終止僱傭福利為當本集團撤銷這些福利的提議或當它確認為重組成本包括支付終止補償時確認(以較早者為準)。

(p) 所得稅

本年度之所得稅包括本期稅項及遞延稅項資產及負債之變動。本期稅項及遞延稅項資產及負債之變動均在損益中確認，惟若涉及於其他全面收益或直接於權益中確認的項目，則分別在其他全面收益或權益中確認。

本期稅項乃根據本年度應課稅收入，採用於結算日所訂定或大致訂定之稅率計算之預期應付稅項，並就過往年度之應付稅項作出任何調整。

遞延稅項資產及負債乃分別來自資產及負債項目於財務報表內之賬面值及其稅基所產生之可扣減或應課稅之暫時差異。遞延稅項資產亦可由尚未動用之稅務虧損及尚未動用之稅收抵免所產生。

除若干有限之例外情況，所有遞延稅項負債及遞延稅項資產(以資產有可能用於抵銷未來應課稅溢利為限)均會予以確認。能支持可確認由可扣稅暫時差額產生之遞延稅項資產之未來應課稅溢利，包括因撥回現有應課稅暫時差額而產生之可扣稅暫時差額，惟該等差額須與同一稅務機關及相同應課稅實體有關，並預期於預期撥回可扣稅暫時差額，或可轉回或結轉遞延稅項資產所產生之稅項虧損之同一期間內撥回。於釐定現時應課稅暫時差額可否支持確認未動用稅項虧損及抵免所產生之遞延稅項資產時亦採用相同準則，即該等差額與同一稅務機關及相同應課稅實體有關，並預期可於動用稅項虧損或抵免之某段期間(一段或多段)內撥回，則會予以計入。

確認遞延稅項資產及負債之少數例外情況，為與從商譽產生不可扣減稅項，及最初確認並無影響會計及應課稅溢利之資產或負債(惟並非業務合併之一部份)產生之暫時差額有關，而就於附屬公司之投資有關之暫時差額，就應課稅差額而言為本集團可控制撥回時間，及於可見將來將不可能撥回差額為限，或就可扣除差額而言則須以可能於未來撥回者為限。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(p) Income tax (Continued)

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and is reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow the related tax benefit to be utilised. Any such reduction is reversed to the extent that it becomes probable that sufficient taxable profits will be available.

Current tax balances and deferred tax balances, and movements therein, are presented separately from each other and are not offset. Current tax assets are offset against current tax liabilities, and deferred tax assets against deferred tax liabilities, if the Company or the Group has the legally enforceable right to set off current tax assets against current tax liabilities and the following additional conditions are met:

- in the case of current tax assets and liabilities, the Company or the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously; or
- in the case of deferred tax assets and liabilities, if they relate to income taxes levied by the same taxation authority on either:
 - the same taxable entity; or
 - different taxable entities, which, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered, intend to realise the current tax assets and settle the current tax liabilities on a net basis or realise and settle simultaneously.

(q) Provisions and contingent liabilities

Provisions are recognised when the Group has a legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

1. 主要會計政策 (續)

(p) 所得稅 (續)

遞延稅項之確認金額乃按資產及負債之賬面值之預期變現或支付形式，採用於結算日所訂定或大致上訂定之稅率計算。遞延稅項資產及負債並不用貼現。

遞延稅項資產之賬面值乃於各結算日進行審閱，而倘若不再可能有足夠之應課稅溢利以供扣減有關稅項得益，則遞延稅項資產會予以減少。該削減金額可在有足夠應課稅溢利有可能出現時撥回。

本期及遞延所得稅結餘和其變動額會分開列示，並且不予抵銷。本期和遞延所得稅資產只會在本公司或本集團有法定行使權以本期所得稅資產抵銷本期所得稅負債，並且符合以下附帶條件的情況下，才可以分別抵銷本期和遞延所得稅負債：

- 本期所得稅資產和負債：本公司或本集團計劃按淨額基準結算，或同時變現該資產和清償該負債；或
- 遞延所得稅資產和負債：這些資產和負債必須與同一稅務機關就以下其中一項徵收的所得稅有關：
 - 同一應課稅機構；或
 - 不同的應課稅機構。這些實體計劃在預期有大額遞延所得稅負債需要清償或遞延所得稅資產可以收回的每個未來期間，按淨額基準實現本期所得稅資產和清償本期所得稅負債，或同時變現該資產和清償該負債。

(q) 撥備及或然負債

如果本公司或本集團須就已發生的事件承擔法律或推定義務，因而預期會導致含有經濟效益的資源外流，在可以作出可靠的估計時，本公司或本集團便會就該時間或數額不定的負債計提準備。如果貨幣時間值重大，則按預計所需支出的現值計列撥備。

如果含有經濟效益的資源外流的可能性極低，或是無法對有關數額作出可靠的估計，便會將該義務披露為或然負債，但資源外流的可能性極低則除外。如果本集團的義務須視乎某宗或多宗未來事件是否發生才能確定是否存在，亦會披露為或有負債，但資源外流的可能性極低則除外。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(r) Revenue and other income

Income is classified by the Group as revenue when it arises from the sale of goods or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

Revenue is recognised when control over a product is transferred to the customer, or the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax and consumption tax and is after deduction of any trade discounts.

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

(i) Sale of goods

Revenue is recognised when goods are delivered at the customers' premises or picked up by customers for domestic sales and when goods are on board vessels for export sales which is taken to be the point in time when the customer has accepted the goods and obtained the control of the goods.

(ii) Interest income

Interest income is recognised as it accrues using the effective interest method.

(iii) Rental income from operating leases

Rental income receivable under operating leases is recognised in profit or loss in equal instalments over the periods covered by the lease term. Lease incentives granted are recognised in profit or loss as an integral part of the aggregate net lease payments receivable.

(iv) Governments grants

Government grants are recognised in the statement of financial position initially when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them. Grants that compensate the Group for expenses incurred are recognised as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred.

(s) Translation of foreign currencies

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's subsidiaries are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Hong Kong dollars, which is the Company's functional and presentation currency.

1. 主要會計政策 (續)

(r) 收入及其他收益

於本集團的日常業務過程中，本集團按其出售貨品或其他人以租賃方式使用本集團的資產所產生的收益，均歸類為收入。

當產品的控制權轉移予客戶，或承租人有權使用該資產時，按照本集團預期有權獲得的承諾對價金額確認收入，不包括代表第三方收取的金額。收入不包括增值稅和消費稅，並扣除任何貿易折扣。

有關本集團收入及其他收益確認政策進一步詳述如下：

(i) 銷貨收入

銷貨收入在本地銷售而言乃於貨品被送到顧客的經營場所或被提取，在出口銷售而言乃於貨品已被裝船，即顧客接受貨品並已獲取貨品的控制權。

(ii) 利息收入

利息收入乃按實際利率法計算。

(iii) 經營租賃而應收之租金收入

根據經營租賃而應收之租金收入，乃以等額於租約所涵蓋之會計期間確認。授出租賃激勵措施乃作為所收的整體淨租賃款額的一部份在損益中確認。

(iv) 政府補助

倘有合理保證本集團將可收取該政府補助，以及將遵守收取該補助之附帶條件，則該補助最初會在財務狀況表中確認。抵償本集團支出的政府補助，則在發生當期有系統地在損益中確認為收益。

(s) 外幣兌換

(i) 功能貨幣及呈報貨幣

本集團各附屬公司之財務報表所包括之項目，乃按該附屬公司經營所在之主要經濟環境之貨幣（「功能貨幣」）計量。綜合財務報表以港元呈列，而港元為本公司之功能及呈報貨幣。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(s) Translation of foreign currencies (Continued)

- (ii) Foreign currency transactions during the year are translated at the foreign exchange rates ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rates ruling at the end of the reporting period. Exchange gains and losses are recognised in profit or loss.

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates.

The results of operations outside Hong Kong are translated into Hong Kong dollars at the foreign exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Statement of financial position items are translated into Hong Kong dollars at the closing foreign exchange rates at the end of the reporting period. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in equity in the exchange fluctuation reserve.

On disposal of an operation outside Hong Kong, the cumulative amount of the exchange differences relating to that operation is reclassified from equity to profit or loss when the profit or loss on disposal is recognised.

Foreign exchange gains and losses arising from monetary items that in substance form part of the net investment in an operation outside Hong Kong, together with any related tax, are reclassified to equity on consolidation.

(t) Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of that asset. Other borrowing costs are expensed in the period in which they are incurred.

(u) Related parties

- (i) A person, or a close member of that person's family, is related to the Group if that person:
- (1) has control or joint control over the Group;
 - (2) has significant influence over the Group; or
 - (3) is a member of the key management personnel of the Group or the Group's parent.

1. 主要會計政策 (續)

(s) 外幣兌換 (續)

- (ii) 年內以外幣進行之交易，均以交易日之外幣匯率換算。以外幣結算之貨幣資產及負債，則以結算日之外幣匯率換算。匯兌損益乃計入損益中。

以外幣按歷史成本計價的非貨幣資產及負債用交易日的外幣匯兌率進行折算。

香港以外業務的業績乃按與交易日的匯率相若的匯率換算為港幣。財務狀況表的項目按結算日的匯率換算為港幣。所產生的匯兌差額直接在權益個別部份內確認。

當出售香港以外業務時，與該業務有關而確認於盈利或虧損時的累計匯兌差額會從權益改列為盈利或虧損。

貨幣項目產生的外幣匯兌損益（實則屬於香港以外投資的一部份）與相關之稅項應於合併時重新分類並由損益撥入股東權益。

(t) 借貸成本

因收購、建造或生產合資格資產（即必須耗用一段頗長時間方可作擬定用途或銷售之資產）而直接應佔之借貸成本均撥作該等資產之部份成本。其他借貸成本均在產生的期間列作開支。

(u) 關連人士

- (i) 個別人士，或其直系親屬的成員被認為是本集團關連人士，倘若該個別人士：
- (1) 控制或共同控制本集團；
 - (2) 對本集團有重大影響力；或
 - (3) 為本集團或本集團母公司主要管理人員成員之一。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

1 Significant accounting policies (Continued)

(u) Related parties (Continued)

(ii) An entity is related to the Group if any of the following conditions applies:

- (1) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (2) 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).
- (3) Both entities are joint ventures of the same third party.
- (4) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (5) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
- (6) The entity is controlled or jointly controlled by a person identified in (i).
- (7) A person identified in (i)(1) 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).
- (8) The entity or any member of a group of which it is a part provides key management personnel services to the Group or to the Group's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

(v) Segment reporting

Operating segments, and the amounts of each segment item reported in the financial statements, are identified from the financial information provided regularly to the Group's most senior executive management for the purposes of allocating resources to, and assessing the performance of, the Group's various geographical locations.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

1 主要會計政策 (續)

(u) 關連人士 (續)

(ii) 一個實體如符合任何下列條件，則被認為是本集團關連人士：

- (1) 該實體和本集團是同一集團的成員 (這意味著每間母公司，附屬公司及同系附屬公司是關連的)。
- (2) 一個實體是另一實體的聯營公司或合資企業 (或一個實體為某一集團成員的聯營公司或合資企業，而另一實體為同一集團之成員)。
- (3) 兩個實體同為第三方的合資企業。
- (4) 一個實體是第三個實體的合資企業，而另一個實體為第三個實體的聯營公司。
- (5) 該實體乃指提供予本集團或與本集團有關連人士的實體的僱員離職後福利計劃。
- (6) 該實體受上文 (i) 所指的人士控制或共同控制。
- (7) 上文 (i)(1) 所指的個別人士對該實體有重大影響力或為該實體 (或該實體母公司) 主要管理人員成員之一。
- (8) 向本集團或本集團母公司提供主要管理成員服務之實體或其所屬集團之任何成員公司。

個別人士的直系親屬成員乃指該親屬成員在與整體交易時可能影響或被影響的親屬成員。

(v) 分部資料呈報

經營分部及於財務報表內呈報的各分部項目金額自定期提供予本集團最高行政管理人員就資源分配及評估本集團的業務及按資產所在地分類之地理位置的表現的財務資料中識別出來。

就財務呈報而言，除非分部具備相似的經濟特徵及在產品及服務性質、生產工序性質、客戶類型或類別、用作分配產品或提供服務的方法及監管環境的性質方面相似，否則各個重大經營分部不會進行合算。個別非重大的經營分部，如果符合上述大部分標準，則可進行合算。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

2 Key accounting judgements and estimates

Impairment of non-current assets

The Group reviews the carrying amounts of non-current assets at each reporting date to determine whether there is objective evidence of impairment. When indicators of impairment is identified, management determines the recoverable amounts of respective assets. The recoverable amount is the greater of its fair value less costs of disposal and value in use. In determining the fair value less costs of disposal, management refer to the observable market prices for similar assets. In determining the value in use, expected cash flows generated by the asset are discounted to their present value, which requires significant judgement relating to the revenue forecasts and estimations of future discounts, future variable costs and fixed costs as well as future inflation and long-term growth rates. The Group uses all readily available information in determining an amount that is a reasonable approximation of the recoverable amount. When the recoverable amount is lower than the carrying amount, an impairment loss is recognised in profit or loss. However, any change in the assumptions adopted in the cash flow forecasts would increase or decrease the provision for impairment loss and affect the Group's financial position. Details of the nature and carrying amounts of non-current assets are disclosed in notes 11 and 12.

3 Revenue and segment reporting

(a) Revenue

The principal activities of the Group are the manufacture and distribution of bottled, canned and draught beers.

Revenue represents the invoiced value of products sold, net of discounts, returns, value added tax and consumption tax.

The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to revenue such that the information does not include information about revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts that had an original expected duration of one year or less.

(b) Segment reporting

The Group manages its businesses by geography. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following two reportable segments:

- The Hong Kong operations mainly comprise the manufacture and distribution of own brewed beer products and distribution of imported beer products in Hong Kong and overseas.
- The Mainland China operations mainly comprise the manufacture and distribution of own brewed beer products in the southern part of the People's Republic of China ("PRC") and overseas.

All of the Group's revenue is generated from the manufacture and distribution of bottled, canned and draught beers.

2 主要會計估計及判斷

非流動資產之減值

本集團於各報告日期檢討非流動資產的賬面值，以確定是否存在減值的客觀證據。當減值指標確定後，管理層確定各自資產的可收回金額。可收回金額為淨出售價與使用價值兩者的較高者。於釐定淨出售價時，管理層會參考相類資產的可觀察市場價格。於釐定使用價值時，由使用資產產生的預期現金流需貼現至現值。過程中涉及對收入預測及將來折扣、變動成本、固定成本及將來通脹與長期增長的重大估算。本集團運用所有可用資料以確定可收回金額的合理概算。當可收回金額低於賬面值時，減值虧損於損益確認。然而，在現金流量估計中所採用假設的任何變動將增加或減少減值準備虧損，並影響本集團的財務狀況。非流動資產的性質和賬面值詳情分別於附註11及12中披露。

3 收入及分部資料呈報

(a) 收入

本集團之主要業務為製造及分銷樽裝、罐裝及桶裝啤酒。

收入指所出售產品之發票總值扣除折扣，退回，增值稅及商品稅。

由於本集團已對其收入應用香港財務報告準則第15號第121段之實際權宜方法，因此上述資料並不包括有關倘本集團根據原預期年期為一年或以下達成剩餘履約責任將有權收取之收入之資料。

(b) 分部資料呈報

本集團按地區管理其業務。為與內部呈報資料給本集團最高層行政管理人員以便分配資源及評估表現貫徹一致，本集團已呈報下列兩個須予呈報分部：

- 香港業務主要包括在香港及海外分銷自身釀製之啤酒產品和分銷進口之啤酒產品。
- 中國內地業務主要包括在中華人民共和國（「中國」）南部及海外分銷自身釀製之啤酒產品。

本集團之收入全部來自製造及分銷樽裝、罐裝及桶裝啤酒。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

3 Revenue and segment reporting (Continued)

(b) Segment reporting (Continued)

(i) Segment results, assets and liabilities

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitors the results, assets and liabilities attributable to each reportable segment on the following bases:

Segment assets include all tangible assets, intangible assets and current assets. Segment liabilities include trade creditors and accruals attributable to the manufacture and distribution activities of the individual segments and retirement benefit liabilities managed directly by the segment and other current liabilities with the exception of deferred tax liabilities.

The measure used for reportable segment profit or loss is "adjusted EBIT" i.e. "adjusted earnings before interest and taxes", where "interest" is regarded as including interest income from bank deposits and interest expense on loan from an intermediate holding company. To arrive at adjusted EBIT the Group's earnings are further adjusted for items not specifically attributed to individual segments, such as net foreign exchange losses. Inter-segment sales are priced at cost plus a profit margin.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 1.

3 收入及分部資料呈報 (續)

(b) 分部資料呈報 (續)

(i) 分部業績、資產及負債

就評價分部表現及分配分部資源，本集團之高層行政管理人員乃按以下基礎監察各須予呈報分部應佔之業績、資產及負債：

分部資產包括所有有形資產、無形資產及流動資產。分部負債包括各分部製造及分銷活動應佔的應付貿易賬項及計提費用、分部直接管理的退休福利負債以及其他流動負債，惟遞延稅項負債除外。

計算須予呈報盈利或虧損所採用之方法為「調整後息稅前利潤」即「調整後利息及稅項前之利潤」。利息包括銀行存款利息收入及中介控股公司貸款利息支出。非明確關於個別分部的項目如匯兌淨虧損會經調整後去計算「調整後息稅前利潤」。分部之間的銷售是以成本加邊際利潤作定價。

須予呈報分部之會計政策與附註1所述之本集團會計政策相同。

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3 Revenue and segment reporting (Continued)**(b) Segment reporting** (Continued)**(i) Segment results, assets and liabilities** (Continued)

Information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance for the years ended 31 December 2020 and 2019 is set out below:

3 收入及分部資料呈報 (續)**(b) 分部資料呈報** (續)**(i) 分部業績、資產及負債** (續)

截至二零二零年及二零一九年十二月三十一日止，有關提供予本集團最高層行政管理人員以分配資源及評價分部表現之資料載列如下：

		Hong Kong 香港		Mainland China 中國內地		Total 總數	
		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Revenue from external customers	外界客戶收入	365,924	384,663	189,734	195,387	555,658	580,050
Inter-segment revenue	分部間收入	179	327	—	—	179	327
Reportable segment revenue	須予呈報分部收入	366,103	384,990	189,734	195,387	555,837	580,377
Reportable segment profit/(loss) from operations (adjusted EBIT)	須予呈報分部經營盈利/(虧損) (經調整稅前息前盈利)	14,176	(1,989)	797	7,780	14,973	5,791
Interest income from bank deposits	銀行存款利息收入	621	1,252	566	325	1,187	1,577
Interest expense on loans	貸款利息開支	(2,238)	(4,303)	—	—	(2,238)	(4,303)
Depreciation and amortisation for the year	年內折舊及攤銷	(20,733)	(20,270)	(2,423)	(3,801)	(23,156)	(24,071)
(Provision for)/reversal of impairment losses of trade and other receivables	貿易及其他應收賬之(減值虧損撥備)/減值虧損撥回	(1,085)	(1)	(5)	5	(1,090)	4
Reportable segment assets	須予呈報分部資產	995,898	997,973	129,577	117,848	1,125,475	1,115,821
Additions to non-current segment assets during the year	年內非流動分部資產增加	7,195	7,275	6,492	3,532	13,687	10,807
Reportable segment liabilities	須予呈報分部負債	145,931	170,940	436,533	428,967	582,464	599,907

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

3 Revenue and segment reporting (Continued)**(b) Segment reporting** (Continued)**(ii) Reconciliation of reportable segment revenue, profit or loss, assets and liabilities****3 收入及分部資料呈報** (續)**(b) 分部資料呈報** (續)**(ii) 須予呈報分部收入、損益、資產及負債之對賬**

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Revenue	收入		
Reportable segment revenue	須予呈報分部收入	555,837	580,377
Elimination of inter-segment revenue	分部之間收入撤銷	(179)	(327)
Consolidated revenue	綜合收入	555,658	580,050
Profit	盈利		
Reportable segment profit from operations	須予呈報分部經營盈利	14,973	5,791
Interest income from bank deposits	銀行存款之利息收入	1,187	1,577
Net foreign exchange (losses)/gains	匯兌淨(虧損)/收益	(1,360)	282
Interest on lease liabilities	租賃負債利息支出	(15)	(37)
Interest expense on loans from related companies	關連公司貸款利息支出	(2,238)	(4,303)
Consolidated profit before taxation	綜合除稅前盈利	12,547	3,310
Assets	資產		
Reportable segment assets	須予呈報分部資產	1,125,475	1,115,821
Elimination of inter-segment receivables	分部之間應收賬項撤銷	(381,731)	(383,767)
Consolidated total assets	綜合總資產	743,744	732,054
Liabilities	負債		
Reportable segment liabilities	須予呈報分部負債	582,464	599,907
Elimination of inter-segment payables	分部之間應付賬項撤銷	(381,731)	(383,767)
Consolidated total liabilities	綜合總負債	200,733	216,140

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

3 Revenue and segment reporting (Continued)**(b) Segment reporting** (Continued)**(iii) Geographic information**

The following table sets out information about the geographic location of (i) the Group's revenue from external customers and (ii) the Group's non-current assets ("specified non-current assets"). The geographic location of customers is based on the country of establishment of each customer. The geographic location of the specified non current assets is based on the physical location of the assets, in the case of property, plant and equipment and investment properties and the location of the operation to which they are allocated, in the case of intangible assets.

3 收入及分部資料呈報 (續)**(b) 分部資料呈報** (續)**(iii) 地區資料**

下表載列有關(i)本集團外界客戶收入及(ii)本集團非流動資產(「指定非流動資產」)之地理位置資料。客戶之地理位置是根據每名客戶成立地點所在國家而定。指定非流動資產之地理位置是根據資產之實際位置(倘屬物業、機器及設備、投資物業及租賃土地權益)及獲劃撥有關資產之營運地點(倘屬無形資產)而定。

		Revenue from external customers		Specified non-current assets	
		外界客戶收入		指定非流動資產	
		2020	2019	2020	2019
		二零二零年	二零一九年	二零二零年	二零一九年
		\$'000	\$'000	\$'000	\$'000
		千元	千元	千元	千元
Hong Kong (place of domicile)	香港 (成立地點)	251,223	267,792	434,622	448,158
Mainland China	中國內地	83,602	93,693	35,440	30,990
Philippines	菲律賓	212,511	210,663	—	—
Others	其他國家	8,322	7,902	—	—
		304,435	312,258	35,440	30,990
		555,658	580,050	470,062	479,148

(c) Major customers

The Group's customer base is diversified and includes one customer (2019: one customer), with whom transactions have exceeded 10% of the Group's revenues. Revenue from sales to these customers during the report period are set out as below.

(c) 主要客戶

本集團擁有多元化之客戶基礎，其中與一位(二零一九年：一位)客戶的交易佔集團收入超過10%。以下為該等客戶於本年度與本集團的交易之詳情。

		2020	2019
		二零二零年	二零一九年
		\$'000	\$'000
		千元	千元
Largest customer (arose from both Hong Kong and the Mainland China segments)	佔比最大客戶 (源於香港及中國內地分部)	212,732	210,749
— Percentage of total revenue	— 佔集團收入百分比	38%	36%

Details of concentration of credit risk arising from these customers are set out in note 24(a).

來自該等客戶之詳細信貸風險載於附註24(a)。

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(除另有指示外，均按港幣計算)

4 Other net income

4 其他收益淨額

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Rental income from investment properties	投資物業的租金收入	24,517	23,706
Interest income from bank deposits	銀行存款之利息收入	1,187	1,577
Net gain on disposal of non-current assets	出售非流動資產之淨盈利	899	913
Net foreign exchange (losses)/gains	匯兌淨(虧損)/收益	(1,360)	282
Government subsidies (note)	政府補助(備註)	15,109	—
Others	其他	370	494
		40,722	26,972

Note: In 2020, the Group successfully applied for funding support from the Employment Support Scheme under the Anti-epidemic Fund, set up by the Hong Kong Government. The purpose of the funding is to provide financial support to enterprises to retain their employees who would otherwise be made redundant. Under the terms of the grant, the Group is required not to make redundancies during the subsidy period and to spend all the funding on paying wages to the employees.

備註：於二零二零年，本集團從香港政府設立的防疫抗疫基金的「保就業」計劃中成功申請資助。該資助的目的是為企業提供財務支援，以保留可能會被遣散的僱員。根據補助金的條款，本集團被要求在補貼期間不得裁員，並將所有資助用於支付員工工資。

5 Profit before taxation

5 除稅前盈利

Profit before taxation is arrived at after charging/
(crediting):

除稅前盈利已扣除/(計入)下列項目：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
(a) Finance costs	(a) 財務費用		
Interest expense on loans from related companies (note 17(c))	關連公司 貸款利息支出(附註17(c))	2,238	4,303
Interest on lease liabilities (note 17(c))	租賃負債利息支出(附註17(c))	15	37
Bank charges	銀行費用	120	138
		2,373	4,478
(b) Staff costs	(b) 員工薪酬		
Retirement costs	退休金成本		
— Defined contribution retirement plans	— 定額供款退休計劃	4,130	6,199
— Defined benefit retirement plan (note 20(a)(v))	— 定額福利退休計劃(附註20(a)(v))	4,681	5,263
		8,811	11,462
Severance payment (note 13(ii))	遣散費(附註13(ii))	10,894	—
Salaries, wages and other benefits	薪金、工資及其他福利	121,179	122,952
		140,884	134,414

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(除另有指示外，均按港幣計算)

5 Profit before taxation (Continued)**Profit before taxation is arrived at after charging/
(crediting):** (Continued)**5 除稅前盈利** (續)

除稅前盈利已扣除／(計入) 下列項目：(續)

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
(c) Other items	(c) 其他項目		
Depreciation	折舊		
— Property, plant and equipment (note 11(a))	— 物業、機器及設備 (附註 11(a))	18,425	19,332
— Investment properties (note 11(a))	— 投資物業 (附註 11(a))	4,731	4,739
Cost of inventories (note 14)	存貨成本 (附註 14)	309,672	318,340
Expense relating to short-term leases and other leases with remaining lease term ending on or before 31 December 2019 (note 17(d))	短期租賃及租賃期於二零一九年十二月三十一日前完結的租賃的相關支出 (附註 17(d))	801	830
Rental receivable from investment properties less direct outgoings of \$7,922,000 (2019: \$7,860,000)	投資物業之租金收入扣除直接費用 7,922,000 元 (二零一九年：7,860,000 元)	(16,595)	(15,846)
Auditors' remuneration	核數師酬金	3,301	3,306
Net provision for/(reversal of) impairment of trade and other receivables (note 24(a))	應收貿易及其他賬款之減值撥備／(回撥) (附註 24(a))	1,090	(4)

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(除另有指示外，均按港幣計算)

6 Income tax in the consolidated income statement**(a) Taxation in the consolidated income statement represents:**

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Current tax — Hong Kong Profits Tax	本期稅項 — 香港利得稅		
Provision for the year	本年度撥備	—	601
Over-provision in prior year	上年度超額撥備	(20)	(20)
		(20)	581
Deferred tax (note 21)	遞延稅項 (附註 21)		
Origination and reversal of temporary differences	暫時差額之出現及撥回	(1,284)	(5,571)
Income tax credit	所得稅計入	(1,304)	(4,990)

No provision for Hong Kong Profits Tax in 2020 has been made for the Group because the accumulated tax losses brought forward exceed the estimated assessable profits for the year. The provision for Hong Kong Profits Tax for 2019 was calculated at 8.25% for the first \$2 million of assessable profits and the remaining assessable profits were taxed at 16.5%.

The statutory tax rate applicable to the subsidiaries established in the People's Republic of China ("PRC") was 25% (2019: 25%). No provision for current taxation has been made for the subsidiaries established in the PRC because the accumulated tax losses brought forward exceed the estimated assessable profits for the year or the entities sustained losses for taxation purposes.

(b) Reconciliation between income tax credit and accounting profit at applicable tax rates:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Profit before taxation	除稅前盈利	12,547	3,310
Notional tax on profit before taxation calculated at the rates applicable to the tax jurisdictions concerned	按有關稅項司法權區之適用稅率就除稅前盈利計算之估計稅項	1,984	398
Tax effect of non-deductible expenses	不可扣除開支之稅項影響	1,576	2,094
Tax effect of non-taxable revenue	非課稅收入之稅項影響	(2,616)	(208)
Tax effect of contributions to retirement benefit plans	退休福利計劃供款之稅項影響	420	355
Tax effect of tax losses not recognised for deferred tax purposes	未確認遞延稅項之稅項虧損	7,150	2,927
Tax effect of previously unrecognised tax losses utilised this year	本年度使用未確認稅務虧損之稅項影響	(4,692)	(5,571)
Tax effect of temporary differences not recognised for deferred tax purposes	未確認遞延稅項之暫時性差異之稅項影響	(5,106)	(4,965)
Over-provision in prior years	上年度超額撥備	(20)	(20)
Actual tax credit	實際稅項計入	(1,304)	(4,990)

6 綜合收益表之所得稅**(a) 綜合收益表之所得稅指：**

2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
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本集團由於承前累計稅項虧損超逾本年度估計應課稅盈利，故本年度無就香港利得稅作出撥備。二零一九年香港利得稅撥備按年內估計應課稅利潤的首二百萬港元按8.25%的稅率徵稅，其餘應課稅利潤按16.5%的稅率徵稅。

於中國成立的附屬公司的法定稅率為25% (二零一九年：25%)。於中國成立的附屬公司由於其承前累計稅項虧損超逾本年度估計應課稅盈利或錄得稅務虧損，故並無就本年度稅項作出撥備。

(b) 按適用稅率計算的所得稅計入與會計盈利之對賬：

2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
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7 Directors' emoluments

Directors' emoluments disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation is as follows:

7 董事酬金

根據香港公司條例第383(1)條及《公司(披露董事利益資料)規例》第2部之規定而披露之董事酬金如下：

		2020 二零二零年				
		Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Total
		董事袍金 \$'000 千元	薪金、津貼及 實物津貼 \$'000 千元	酌情花紅 \$'000 千元	退休計劃供款 \$'000 千元	總額 \$'000 千元
Executive director	執行董事					
Ramon G. Torralba	杜華博	—	2,745	—	—	2,745
Non-executive directors	非執行董事					
Ramon S. Ang	蔡啓文	—	—	—	—	—
Carlos Antonio M. Berba	凱顧思	—	—	—	—	—
May (Michelle) W. M. Chan	陳雲美	—	—	—	—	—
Roberto N. Huang	黃思民	—	—	—	—	—
Fumiaki Ozawa	小澤史晃	—	—	—	—	—
Kenji Uchiyama	內山建二	—	—	—	—	—
Tomoki Yamauchi	山內智樹	—	—	—	—	—
Independent non-executive directors	獨立非執行董事					
Alonzo Q. Ancheta	Alonzo Q. Ancheta	—	—	—	—	—
David K.P. Li	李國寶	—	—	—	—	—
Reynato S. Puno	Reynato S. Puno	—	—	—	—	—
Carmelo L. Santiago	施雅高	—	—	—	—	—
Sum Li (appointed on 1 September 2020)	李深 (於二零二零年 九月一日獲委任)	—	—	—	—	—
William C. M. Cheng (resigned on 1 September 2020)	鄭則民 (於二零二零年 九月一日辭任)	—	—	—	—	—
		—	2,745	—	—	2,745

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(除另有指示外，均按港幣計算)

7 Directors' emoluments (Continued)

7 董事酬金 (續)

		2019 二零一九年				
		Directors' fees	Salaries, allowances and benefits in kind 薪金、津貼及實物津貼	Discretionary bonuses 酌情花紅	Retirement scheme contributions 退休計劃供款	Total 總額
		\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元
Executive director	執行董事					
Ramon G. Torralba	杜華博	—	2,773	—	—	2,773
Non-executive directors	非執行董事					
Ramon S. Ang	蔡啓文	—	—	—	—	—
Carlos Antonio M. Berba	凱顯思	—	—	—	—	—
May (Michelle) W. M. Chan	陳雲美	—	—	—	—	—
Roberto N. Huang	黃思民	—	—	—	—	—
Fumiaki Ozawa	小澤史晃	—	—	—	—	—
Kenji Uchiyama	內山建二	—	—	—	—	—
Tomoki Yamauchi	山內智樹	—	—	—	—	—
Independent non-executive directors	獨立非執行董事					
Alonzo Q. Ancheta	Alonzo Q. Ancheta	—	—	—	—	—
David K.P. Li	李國寶	—	—	—	—	—
Reynato S. Puno	Reynato S. Puno	—	—	—	—	—
Carmelo L. Santiago	施雅高	—	—	—	—	—
William C. M. Cheng	鄭則民	—	—	—	—	—
		—	2,773	—	—	2,773

The executive director waived his entitlement to his director's fees. All of the non-executive directors and independent non-executive directors waived their entitlements to all their emoluments.

執行董事已放棄其袍金。所有非執行董事及獨立非執行董事已放棄其所有酬金。

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(除另有指示外，均按港幣計算)

8 Individuals with highest emoluments

Of the five individuals with the highest emoluments, one (2019: one) is a director whose emoluments are included in note 7. The aggregate of the emoluments in respect of the remaining four (2019: four) individuals are as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Salaries and other emoluments	薪金及津貼	7,699	7,493
Retirement scheme contributions	退休計劃供款	459	454
		8,158	7,947

The emoluments of the four (2019: four) individuals with the highest emoluments are within the following bands:

		2020 二零二零年 Number of individuals 人員數目	2019 二零一九年 Number of Individuals 人員數目
\$1,500,001 to \$2,000,000	1,500,001 元至 2,000,000 元	2	2
\$2,000,001 to \$2,500,000	2,000,001 元至 2,500,000 元	2	2

8 酬金最高之人員

最高薪五名人員中，一名（二零一九年：一名）為董事（其酬金已於附註7披露）。其餘四名（二零一九年：四名）酬金最高之人員之酬金總額如下：

四名（二零一九年：四名）酬金最高之人員之酬金分析如下：

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(除另有指示外，均按港幣計算)

9 Other comprehensive income

Tax effects relating to each component of other comprehensive income

9 其他全面收益

其他全面收益各部分的稅項影響

	2020 二零二零年			2019 二零一九年		
	Before-tax amount 除稅前金額 \$'000 千元	Tax effect 稅項影響 \$'000 千元 (note 21(b)) (附註21(b))	Net-of-tax amount 除稅後金額 \$'000 千元	Before-tax amount 除稅前金額 \$'000 千元	Tax effect 稅項影響 \$'000 千元 (note 21(b)) (附註21(b))	Net-of-tax amount 除稅後金額 \$'000 千元
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong 因換算海外附屬公司財務報表及因換算組成集團於附屬公司之投資的貨幣項目所產生之匯兌差額	4,203	—	4,203	(1,225)	—	(1,225)
Actuarial gains and losses of defined benefit retirement plan (note 20(a)(v)) 定額福利退休計劃之精算盈利及虧損(附註20(a)(v))	10,327	(1,284)	9,043	9,457	(1,205)	8,252
Other comprehensive income 其他全面收益	14,530	(1,284)	13,246	8,232	(1,205)	7,027

10 Earnings per share**(a) Basic earnings per share**

The calculation of basic earnings per share is based on the profit attributable to equity shareholders of the Company of profit of \$17,228,000 (2019: \$11,583,000) and on 373,570,560 (2019: 373,570,560) ordinary shares, being the number of ordinary shares in issue throughout the year.

(b) Diluted earnings per share

Diluted earnings per share is not presented as the Company did not have dilutive potential ordinary shares for both years presented.

10 每股盈利**(a) 每股基本盈利**

每股基本盈利乃根據本公司權益持有人應佔盈利共17,228,000元(二零一九年: 11,583,000元)及本年度內已發行之373,570,560股普通股(二零一九年: 373,570,560股普通股)計算。

(b) 攤薄之每股盈利

攤薄之每股盈利並未予列出，因本公司並沒有具攤薄性的潛在普通股存在。

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment, investment properties and leasehold land**11 物業、機器及設備、投資物業及租賃土地****(a) Reconciliation of carrying amount****(a) 賬面值對賬**

		Property, plant and equipment 物業、機器及設備							
		Ownership interests in land and buildings held for own use carried at cost 自用而持有的土地及房產 \$'000 千元	Machinery, equipment, furniture and fixtures 機器、設備、傢俬及裝備 \$'000 千元	Motor vehicles 車輛 \$'000 千元	Construction in progress 在建工程 \$'000 千元	Sub-total 合計 \$'000 千元	Investment properties 投資物業 \$'000 千元	Total 總額 \$'000 千元	
Cost:	成本：								
At 1 January 2019	於二零一九年一月一日	1,019,291	1,647,735	4,964	6,288	2,678,278	212,714	2,890,992	
Exchange adjustments	匯兌調整	(9,959)	(14,685)	(64)	—	(24,708)	—	(24,708)	
Additions	添置	168	7,815	550	1,419	9,952	855	10,807	
Transfer from construction in progress	轉撥自在建工程	257	5,975	56	(6,288)	—	—	—	
Disposals	出售	—	(11,733)	(1,245)	—	(12,978)	—	(12,978)	
At 31 December 2019	於二零一九年十二月三十一日	1,009,757	1,635,107	4,261	1,419	2,650,544	213,569	2,864,113	
Accumulated amortisation, depreciation and impairment losses:	累計攤銷、折舊及減值虧損：								
At 1 January 2019	於二零一九年一月一日	726,141	1,583,827	4,141	—	2,314,109	87,217	2,401,326	
Exchange adjustments	匯兌調整	(9,411)	(14,525)	(60)	—	(23,996)	—	(23,996)	
Charge for the year (note 5(c))	年內開支 (附註5(c))	13,188	5,897	247	—	19,332	4,739	24,071	
Written back on disposals	出售撥回	—	(10,420)	(1,245)	—	(11,665)	—	(11,665)	
At 31 December 2019	於二零一九年十二月三十一日	729,918	1,564,779	3,083	—	2,297,780	91,956	2,389,736	
Net book value:	賬面淨值：								
At 31 December 2019	於二零一九年十二月三十一日	279,839	70,328	1,178	1,419	352,764	121,613	474,377	
Cost:	成本：								
At 1 January 2020	於二零二零年一月一日	1,009,757	1,635,107	4,261	1,419	2,650,544	213,569	2,864,113	
Exchange adjustments	匯兌調整	29,049	42,425	167	2	71,643	—	71,643	
Additions	添置	975	4,373	163	8,176	13,687	—	13,687	
Transfer from construction in progress	轉撥自在建工程	111	4,755	1,291	(6,157)	—	—	—	
Disposals	出售	(75)	(12,119)	(35)	—	(12,229)	—	(12,229)	
At 31 December 2020	於二零二零年十二月三十一日	1,039,817	1,674,541	5,847	3,440	2,723,645	213,569	2,937,214	
Accumulated amortisation, depreciation and impairment losses:	累計攤銷、折舊及減值虧損：								
At 1 January 2020	於二零二零年一月一日	729,918	1,564,779	3,083	—	2,297,780	91,956	2,389,736	
Exchange adjustments	匯兌調整	27,514	41,999	157	—	69,670	—	69,670	
Charge for the year (note 5(c))	年內開支 (附註5(c))	11,648	6,219	558	—	18,425	4,731	23,156	
Written back on disposals	出售撥回	—	(10,604)	(35)	—	(10,639)	—	(10,639)	
At 31 December 2020	於二零二零年十二月三十一日	769,080	1,602,393	3,763	—	2,375,236	96,687	2,471,923	
Net book value:	賬面淨值：								
At 31 December 2020	於二零二零年十二月三十一日	270,737	72,148	2,084	3,440	348,409	116,882	465,291	

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment, investment properties and leasehold land (Continued)**(b) Investment properties**

The Group leases out investment properties which are located at Nos. 9-11 Shing Wan Road, Tai Wai, Shatin, Hong Kong under operating leases. The leases typically run for an initial period of two to three years, with an option to renew each lease upon expiry at which time all terms are renegotiated. None of the leases includes contingent rentals.

Undiscounted lease payments under non-cancellable operating leases in place at the reporting date will be receivable by the Group in future periods as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Within 1 year	一年內	21,753	17,035
After 1 year but within 5 years	一年後及五年內	21,669	13,640
		43,422	30,675

(c) The fair value of the investment properties at 31 December 2020 is \$461,200,000 (2019: \$527,400,000). The fair value of investment properties located in Hong Kong is determined on an open market value basis, by either making reference to the comparable sales evidence in the relevant locality, or otherwise, by capitalising the net rent income receivable from the existing tenancies and the reversionary value of properties after tenancies expire.

The valuation was carried out by an independent firm of surveyors, LCH (Asia-Pacific) Surveyors Limited, who have among their staff Members of the Hong Kong Institute of Surveyors with valuation experience in the location and category of the property being valued.

The fair value measurements are categorised as Level 3 valuations under the three-level fair value hierarchy as defined in HKFRS 13, *Fair value measurement*. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

- Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date
- Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available
- Level 3 valuations: Fair value measured using significant unobservable inputs

11 物業、機器及設備、投資物業及租賃土地 (續)**(b) 投資物業**

本集團根據經營租賃將位於香港沙田大圍成運路9-11號之投資物業出租。租約年期一般為二至三年，可選擇於到期日後續訂租約，屆時將重新商討所有條款。有關租約概不包括或然租金。

本集團根據不可撤銷經營租賃而應收之未來租賃款項如下：

(c) 投資物業於二零二零年十二月三十一日之公允值為461,200,000元（二零一九年：527,400,000元），位於香港的投資物業的公允值是根據公開市場價值釐定，方法可以是參考相關地區有可比性的成交價格為證據，或者將現有租約可收取的淨租金收入和租約到期後該物業的剩餘價值資本化。

估值乃由獨立測量師行利駿行測量師有限公司進行，其職員包括香港測量師學會的專業會員，在所估值房產的地區及類別具有估值經驗。

公允值計量根據香港財務報告準則第13號「公允價值計量」所定義之三級公允價值架構獲分類為第三級估值。將公允價值計量分類之等級乃經參考如下估值方法所用數據之可觀察性及重要性後釐定：

- 第一級估值：僅使用第一級輸入數據（即於計量日同類資產或負債於活躍市場之未經調整報價）計量之公允值
- 第二級估值：使用第二級輸入數據（即未能達到第一級之可觀察輸入數據）且並未使用重大不可觀察輸入數據計量之公允值。不可觀察輸入數據為無市場數據之輸入數據
- 第三級估值：採用重大不可觀察數據計量之公允值

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment, investment properties and leasehold land (Continued)

(Continued)

Information about Level 3 fair value measurements

	Valuation techniques 估值方式	Unobservable input 不可觀察數據	Range 範圍
Investment properties Industrial — Hong Kong 投資物業 工業用途 — 香港	Sales comparison approach 成交比較法	Premium/(discount) on quality of the buildings 物業質量導致的 溢價/(折讓)	0% to 10% (2019: 0% to 10%) 0%至10% (二零一九年：0%至10%)
Investment properties Industrial — Hong Kong 投資物業 工業用途 — 香港	Investment method of income approach 投資收益法	Discount rates 貼現率	2.0% to 4.0% (2019: 2.0% to 4.5%) 2.0%至4.0% (二零一九年：2.0%至4.5%)

The premium or discount on quality of the buildings used in sales comparison approach is specific to the building compared to the recent sales. High premium for higher quality buildings will result in a high fair value measurement.

The discount rates used in investment method of income approach has been adjusted for the expected market rental growth, occupancy rate and quality and location of the buildings. The fair value measurement is positively correlated to the market rental value and negatively correlated to the discount rate.

11 物業、機器及設備、投資物業及租賃土地 (續)

(續)

第三級公允值相關資料

成交比較法中使用的近期成交物業因質量而導致的溢價或折讓該特定建築物特有。高品質建築的高溢價將導致較高的公允值。

投資收益法中使用的貼現率已根據預期的市場租金增長，出租率以及建築物的質量和位置進行了調整。公允值與市場租金價值呈正相關，與貼現率呈負相關。

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment, investment properties and leasehold land (Continued)**(d) Right-of-use assets**

The analysis of the net book value of right-of-use assets by class of underlying asset is as follows:

11 物業、機器及設備、投資物業及租賃土地 (續)**(d) 使用權資產**

使用權資產的賬面淨值，以其相關的資產分類詳列如下：

	Note	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
	附註		
Ownership interests in leasehold land and buildings held for own use, carried at depreciated cost in Hong Kong, with remaining lease term of between 10 and 50 years	(i)	270,737	279,839
Machinery, equipment, furniture and fixtures, carried at depreciated cost	(ii)	46	16
		270,783	279,855
Ownership interests in leasehold investment property, carried at depreciated cost, with remaining lease term of between 10 and 50 years		116,882	121,613
		387,665	401,468

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(除另有指示外，均按港幣計算)

11 Property, plant and equipment, investment properties and leasehold land (Continued)**(d) Right-of-use assets** (Continued)

The analysis of expense items in relation to leases recognised in profit or loss is as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Depreciation charge of right-of-use assets by class of underlying asset:	按相關資產、類別劃分之使用權資產折舊支出：		
Ownership interests in leasehold land and buildings held for own use, carried at depreciated cost	持有作自用之租賃土地及樓宇之擁有權權益，按已折舊成本列賬	11,648	13,188
Machinery, equipment, furniture and fixtures	機器、設備、傢俬及裝置	27	150
Ownership interests in leasehold investment property, carried at depreciated cost	租賃投資物業之擁有權權益，按已折舊成本列賬	4,731	4,739
		16,406	18,077

During the year, additions to right-of-use assets were \$57,000 (2019: \$Nil). This amount related to the capitalised lease payments payable under new tenancy agreements.

Details of total cash outflow for leases and the maturity analysis of lease liabilities are set out in notes 17(d) and 22, respectively.

(i) Ownership interests in leasehold land and buildings held for own use

The Group holds a number of properties for its beers business. The Group is the registered owner of these property interests, including the share in the underlying land. Lump sum payments were made upfront to acquire these property interests from their previous registered owners.

(ii) Machinery, equipment, furniture and fixtures

The Group leases machinery under a lease expiring in 5 years. None of the leases includes variable lease payments.

11 物業、機器及設備、投資物業及租賃土地 (續)**(d) 使用權資產** (續)

有關於損益中確認與租賃有關的開支項目分析如下：

	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
--	-------------------------------	-------------------------------

本年內，新增使用權資產為\$57,000(二零一九年：無)。該金額與根據新租約應付的租金支出资本化後有關。

租賃的現金流出總額和租賃負債的期限分析的詳細資料分別在附註17(d)和22中列出。

(i) 持有作自用之租賃土地及樓宇之擁有權權益

本集團為其啤酒業務擁有數項物業。本集團為該等物業權益(包括相關土地)的註冊持有人。本集團已支付了一筆總價，以從其前任註冊持有人獲得這些物業權益。

(ii) 機器、設備、傢俬及裝置

本集團租機器的租約為期五年。所有租約不包含可變租賃付款。

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(除另有指示外，均按港幣計算)

12 Intangible assets

12 無形資產

		Trademarks 商標 \$'000 千元	Club debentures 會所債權證 \$'000 千元	Total 總額 \$'000 千元
Cost:	成本：			
At 1 January 2019, 31 December 2019, 1 January 2020 and 31 December 2020	於二零一九年一月一日、 二零一九年十二月三十一日、 二零二零年一月一日及 二零二零年十二月三十一日	39,116	4,771	43,887
Accumulated impairment losses:	累計減值虧損：			
At 1 January 2019, 31 December 2019, 1 January 2020 and 31 December 2020	於二零一九年一月一日、 二零一九年十二月三十一日、 二零二零年一月一日及 二零二零年十二月三十一日	39,116	—	39,116
Net book value:	賬面淨值：			
At 31 December 2019 and 31 December 2020	於二零一九年十二月三十一日及 二零二零年十二月三十一日	—	4,771	4,771

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(除另有指示外，均按港幣計算)

13 Investments in subsidiaries

The following list contains the particulars of all the subsidiaries of the Company:

Name of company 公司名稱	Place of incorporation/ operation 註冊成立/ 經營地點	Issued share capital/registered capital 已發行股本/ 註冊資本	Proportion of ownership interest held by Company Subsidiary 所持股權百分比 本公司 附屬公司		Principal activity 主要業務
Hongkong Brewery Limited ("HKBL") (note (i)) (附註(i))	Hong Kong 香港	100 ordinary shares 100股 普通股	100%	—	Dormant 暫無營業
San Miguel (Guangdong) Limited 生力啤(廣東)有限公司	Hong Kong 香港	18,000 class "A" shares 18,000股 (A)股	92.989%	—	Investment holding 投資控股
		1,000 class "B" shares 1,000股 (B)股	100%	—	
Guangzhou San Miguel Brewery Company Limited ("GSMB") (note (ii)) 廣州生力啤酒有限公司 (「廣州生力」)(附註(ii))	PRC 中國	Registered capital: US\$36,507,000 註冊資本： 36,507,000美元	—	70%	Distribution of beer 銷售啤酒
San Miguel Shunde Holdings Limited	Hong Kong 香港	200,000 ordinary shares 200,000股 普通股	92%	—	Investment holding 投資控股
San Miguel (Guangdong) Brewery Company Limited ("SMGB") (note (iii)) 生力(廣東)啤酒有限公司 (「生力廣東」)(附註(iii))	PRC 中國	Registered capital: US\$87,933,000 註冊資本： 87,933,000美元	—	100%	Manufacture and sale of beer 釀製及銷售啤酒

13 附屬公司權益

下表載列本公司所有附屬公司項目：

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

13 Investments in subsidiaries (Continued)

Notes:

- (i) HKBL has not traded since incorporation but it established a joint venture, Global Brews Hong Kong Limited, in Hong Kong on 18 March 2011. HKBL holds a 50% equity interest in this entity. As at the date of the approval of these financial statements, the joint venture has not commenced operations.
- (ii) As at 29 November 2020, GSMB terminated its operations. The operation was being transferred to SMGB, another PRC subsidiary of the Group. The Group put GSMB into voluntary liquidations under the procedures prescribed under the laws of the PRC. As a result, a one-off severance payment of \$10,894,000 was charged to profit or loss during the year (note 5(b)).
- (iii) SMGB is a wholly-foreign owned enterprise with an operating period of 50 years expiring on 4 August 2042.

The following table lists out the information relating to SMGB, the only subsidiary of the Group which has material non-controlling interests ("NCI"). The summarised financial information presented below represents the amounts before any inter-company elimination.

13 附屬公司權益 (續)

附註：

- (i) HKBL自註冊成立以來，一直沒有進行任何交易，但於二零一一年三月十八日於香港成立了一間名為Global Brews Hong Kong Limited的合營公司。HKBL持有該實體百分之五十股權。截至本財務報表批准之日，該合營公司體尚未開始其業務。
- (ii) GSMB於二零二零年十一月二十九日終止營運。該業務已轉移至本集團在中國的另一家附屬公司SMGB。本集團根據中國法律規定的程序將GSMB進行自願清盤。結果，本年度在損益中扣除一筆過的遣散費10,894,000元(附註5(b))。
- (iii) 生力(廣東)啤酒有限公司為全外資擁有企業，擁有經營期五十年，於二零四二年八月四日屆滿。

下表載列有關生力廣東之資料，生力廣東是本集團唯一擁有重大非控股權益的附屬公司。下列提供的財務資料概要指任何公司間抵銷前之金額。

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
NCI percentage	非控股權益百分比	8%	8%
Current assets	流動資產	116,754	84,284
Non-current assets	非流動資產	37,909	33,730
Current liabilities	流動負債	(39,905)	(27,224)
Non-current liabilities	非流動負債	(381,287)	(383,100)
Net liabilities	負債淨值	(266,529)	(292,310)
Carrying amount of NCI	非控股權益賬面值	(21,322)	(23,385)
Revenue	收入	131,055	127,442
Profit for the year	年度盈利	43,053	11,755
Total comprehensive income	年度全面收益總額	43,053	11,755
Profit allocated to NCI	分配至非控股權益盈利	3,444	940
Cash generated from operating activities	經營業務之現金流入	3,515	11,202
Cash used in investing activities	投資業務之現金流出	(4,259)	(1,639)
Cash used in financing activities	融資活動之現金流出	—	(9)

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

14 Inventories

14 存貨

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Products in hand and in process	現有產品及在製品	32,449	33,776
Materials and supplies	物料及供應	24,260	17,251
		56,709	51,027

The analysis of the amount of inventories recognised as an expense is as follows:

已確認為開支之存貨金額分析如下：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Carrying amount of inventories sold (note 5(c))	出售存貨賬面值(附註5(c))	309,672	318,340

15 Trade and other receivables

15 應收貿易及其他賬項

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Trade receivables	應收貿易賬	32,448	39,642
Less: Loss allowance	減：虧損撥備	(763)	(271)
Trade receivables, net of loss allowance	應收貿易賬減虧損撥備	31,685	39,371
Other debtors, deposits and prepayments	其他應收賬、按金及預付款項	11,090	12,028
		42,775	51,399

The amount of the deposits and prepayments expected to be recovered or recognised as expenses after more than one year is \$1,150,000 (2019: \$921,000). All of the other trade receivables, other debtors, deposits and prepayments are expected to be recovered or recognised as expenses within one year.

本集團預計多於一年後可收回或確認為支出的按金及預付款項金額分別為1,150,000元(二零一九年：921,000元)。所有其他應收貿易賬項及其他應收賬、按金及預付款項預計在一年內可收回或列作費用。

The Group held collateral over trade receivables at the end of the reporting period with attributable values as set out below:

本集團在結算日就應收貿易賬項持有以下抵押品：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Buildings	物業	7,115	2,031
Cash deposits	現金存款	1,801	1,691

Cash deposits disclosed above are included in the other creditors and accrued charges and are expected to be settled after more than one year, as disclosed in note 18.

以上列示的現金存款被列入本集團預計多於一年後支付的其他應付賬項及預提費用，於附註18披露。

The Group considers that the credit risk arising from the trade receivables is mitigated by the collateral in the amounts indicated above. The value of the buildings collateral represents the estimated market value of the buildings as at 31 December 2020.

本集團認為上述抵押品減輕了應收貿易賬項的信貨風險。抵押物業價值代表物業於二零二零年十二月三十一日的市值。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

15 Trade and other receivables (Continued)**Ageing analysis**

The ageing of trade receivables (net of loss allowance) at the end of the reporting period is as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Current	未到期	24,780	29,709
Less than 1 month past due	過期日少於一個月	5,253	5,829
1 to 3 months past due	過期日為一至三個月	966	2,106
More than 3 months but less than 12 months past due	過期日為多於三個月至十二個月	670	1,360
More than 12 months past due	過期日多於十二個月	16	367
		31,685	39,371

According to the Group's credit policy set out in note 24(a), the general credit period is payment by the end of the month following the month in which sales take place. Therefore, all the current balances above are within two months from the invoice date.

16 Amounts due from/(to) holding companies, fellow subsidiaries and related companies

Amounts due from/(to) holding companies, fellow subsidiaries and related companies are unsecured, interest-free and recoverable/repayable on demand except for the following trade-related amounts which are recoverable/repayable under normal trade terms:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項	16,723	19,152
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	(732)	(406)
Amounts due to related companies	應付關連公司賬項	(7,084)	(5,051)

The trade-related balances were not past due as at 31 December 2020 and 2019.

Related companies included a non-controlling shareholder and companies, the ultimate holding company of which has significant influence over the Group.

15 應收貿易及其他賬項 (續)**賬齡分析**

應收貿易賬項(已扣除損失撥備)於結算日之賬齡如下:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Current	未到期	24,780	29,709
Less than 1 month past due	過期日少於一個月	5,253	5,829
1 to 3 months past due	過期日為一至三個月	966	2,106
More than 3 months but less than 12 months past due	過期日為多於三個月至十二個月	670	1,360
More than 12 months past due	過期日多於十二個月	16	367
		31,685	39,371

根據本集團詳述於附註24(a)的信貸政策，一般信貸期為於銷售發生月份後當月月底作出的付款。因此，上述所有結餘均在發票日期後兩個月內。

16 應收／(應付) 控股公司、同系附屬公司及關連公司賬項

除下列貿易款項須按貿易條款支付外，應收／(應付) 控股公司、同系附屬公司及關連公司賬項均無抵押，免息及按需求收回／還款：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項	16,723	19,152
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	(732)	(406)
Amounts due to related companies	應付關連公司賬項	(7,084)	(5,051)

與貿易相關之結存於二零二零年及二零一九年十二月三十一日並未到期。

關連公司包括非控股股東及其最終控股公司對本集團有重大影響的公司。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

17 Cash and cash equivalents and bank deposits**17 現金及等同現金項目及銀行存款****(a) Cash and cash equivalents and bank deposits comprise:****(a) 現金及等同現金項目及銀行存款包括：**

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Bank deposits within three months of maturity when placed	存放時到期日為三個月內的銀行存款	65,136	34,101
Cash at banks and on hand	銀行結存及現金	47,203	72,631
Cash and cash equivalents in the consolidated statement of financial position and consolidated cash flow statement	綜合財務狀況表及綜合現金流量表中的現金及等同現金項目	112,339	106,732
Bank deposits with more than three months to maturity when placed	存放時到期日為超過三個月的銀行存款	43,770	22,661

Cash and cash equivalents and bank deposits as at 31 December 2020 include \$30,376,000 (2019: \$53,342,000) placed with banks in the Mainland China, the remittance of which is subject to relevant rules and regulations of foreign exchange control promulgated by the PRC government.

於二零二零年十二月三十一日，現金及等同現金項目及銀行存款包括存於中國內地銀行30,376,000元（二零一九年：53,342,000元），其匯款須受中國政府頒布的相關規則及外匯法規所管制。

(b) Reconciliation of profit before taxation to cash generated from operations:**(b) 除稅前盈利與經營業務之現金流入調節表：**

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Profit before taxation	除稅前盈利	12,547	3,310
Adjustments for:	就下列事項作出調整：		
Interest income	利息收入	(1,187)	(1,577)
Net gain on disposal of non-current assets	出售非流動資產之淨盈利	(899)	(913)
Interest expense	利息支出	2,253	4,340
Depreciation of property, plant and equipment	物業、機器及設備之折舊	18,425	19,332
Depreciation of investment properties	投資物業之折舊	4,731	4,739
Foreign exchange gains	外幣兌換之盈利	(1,670)	(544)
Changes in working capital:	營運資本之變動：		
Increase in inventories	存貨之增加	(5,682)	(8,818)
Decrease/(increase) in trade and other receivables	應收貿易及其他賬項之減少／(增加)	8,524	(547)
Decrease in amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項之減少	2,766	4,492
Decrease in amounts due from related companies	應收關連公司賬項之減少	232	2,169
Increase in amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項之增加	8	1,532
Increase in amounts due to related companies	應付關連公司賬項之增加	4,343	1,595
(Decrease)/increase in trade and other payables	應付貿易及其他賬項之(減少)／增加	(274)	5,786
Increase in retirement benefit liabilities	退休福利負債之增加	1,964	2,501
Cash generated from operations	經營業務之現金流入	46,081	37,397

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

17 Cash and cash equivalents and bank deposits

(Continued)

(c) Reconciliation of liabilities arising from financing activities:

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statement as cash flows from financing activities.

17 現金及等同現金項目及銀行存款

(續)

(c) 由融資活動產生之債務調節表

本集團因融資活動而產生之債務的變動，包括現金及非現金變動，已詳列於下表。由融資活動產生的債務，即為該債務過去及將來的現金流，於本集團的綜合現金流量表中，會歸類為融資活動之現金流。

		Loan from related companies 關連公司貸款 \$'000 千元	Lease liabilities 租賃負債 \$'000 千元	Total 總額 \$'000 千元
At 1 January 2019	於二零一九年一月一日	115,637	2,039	117,676
Changes from financing cash flows:	融資現金流之變動			
Repayment of loans from related companies	還款予關連公司貸款	(12,779)	—	(12,779)
Capital element of lease rentals paid	已付租賃的資本部份	—	(1,085)	(1,085)
Interest element of lease rentals paid	已付租賃的利息部份	—	(37)	(37)
Other borrowing costs paid	其他已付借貸成本	(4,303)	—	(4,303)
Total changes from financing cash flows	融資現金流總變動	(17,082)	(1,122)	(18,204)
Exchange adjustments	匯兌調整	(628)	(22)	(650)
Other change:	其他變動：			
Interest expenses	利息支出	4,303	37	4,340
At 31 December 2019 and 1 January 2020	於二零一九年十二月三十一日及二零二零年一月一日	102,230	932	103,162
Changes from financing cash flows:	融資現金流之變動			
Proceeds from new loans from related companies	關連公司新增貸款存入	3,854	—	3,854
Repayment of loans from related companies	還款予關連公司貸款	(12,719)	—	(12,719)
Capital element of lease rentals paid	已付租賃的資本部份	—	(943)	(943)
Interest element of lease rentals paid	已付租賃的利息部份	—	(15)	(15)
Other borrowing costs paid	其他借貸成本	(2,238)	—	(2,238)
Total changes from financing cash flows	融資現金流總變動	(11,103)	(958)	(12,061)
Exchange adjustments	匯兌調整	(476)	—	(476)
Other changes:	其他變動：			
Increase in lease liabilities from entering into new lease during the period:	本年度因簽訂新租約而增加的租賃負債	—	57	57
Interest expenses	利息支出	2,238	15	2,253
At 31 December 2020	於二零二零年十二月三十一日	92,889	46	92,935

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

17 Cash and cash equivalents and bank deposits

(Continued)

(d) Total cash outflow for leases

Amounts included in the cash flow statement for leases comprise the following:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Within operating cash flows	包含在經營活動現金流	801	830
Within financing cash flows	包含在融資活動現金流	958	1,122
		1,759	1,952

18 Trade and other payables

Trade payables
Other creditors and accrued charges

應付貿易賬項
其他應付賬項

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
		37,823	44,245
		45,204	39,056
		83,027	83,301

The amounts of other creditors and accrued charges expected to be settled after more than one year are \$3,835,000 (2019: \$4,477,000). All of the other trade and other payables are expected to be settled within one year.

The ageing of trade payables as at the end of the reporting period is as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Current and less than 1 month past due	未到期及過期日少於一個月	36,966	39,894
1 to 3 months past due	過期日為一至三個月	676	3,904
More than 3 months but less than 6 months past due	過期日多於三個月但少於六個月	139	312
More than 6 months past due	過期日多於六個月	42	135
		37,823	44,245

The Group's general payment terms are one to two months from the invoice date. Therefore, the current and less than one month past due balances above are mostly within two to three months from the invoice date.

17 現金及等同現金項目及銀行存款

(續)

(d) 租賃現金流出總額

就租賃計入現金流量表之金額包括以下各項：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
		801	830
		958	1,122
		1,759	1,952

18 應付貿易及其他賬項

2020
二零二零年
\$'000
千元

2019
二零一九年
\$'000
千元

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Trade payables	應付貿易賬項	37,823	44,245
Other creditors and accrued charges	其他應付賬項	45,204	39,056
		83,027	83,301

預計於多於一年後支付的其他應付賬項及預提費用分別為3,835,000元(二零一九年：4,477,000元)。所有其他應付貿易及其他賬項預計在一年內支付。

應付貿易賬項於結算日之賬齡如下：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Current and less than 1 month past due	未到期及過期日少於一個月	36,966	39,894
1 to 3 months past due	過期日為一至三個月	676	3,904
More than 3 months but less than 6 months past due	過期日多於三個月但少於六個月	139	312
More than 6 months past due	過期日多於六個月	42	135
		37,823	44,245

本集團的一般付款條款是於發票日期後一至兩個月內到期。因此，上述未到期及過期日少於一個月的結餘大部份均在發票日後兩至三個月內。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

19 Loans from related companies**(a) The analysis of the carrying amount of loans from related companies is as follows:**

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Loan from an intermediate holding company (note 19(b)(i))	中介控股公司之貸款 (附註 19(b)(i))	89,035	102,230
Loan from a related company (note 19(b)(ii))	關連公司貸款 (附註 19(b)(ii))	3,854	—
		92,889	102,230

(b) Significant terms and repayment schedule of loans from related companies**(i) Loan from an intermediate holding company**

At 31 December 2020, the loan from an intermediate holding company was repayable as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Within 1 year or on demand	一年內或順於要求時償還	50,877	51,115
After 1 year but within 2 years	一年後但兩年內	38,158	51,115
		89,035	102,230

Loan from an intermediate holding company is unsecured, repayable in seven equal instalments until September 2022 and bears interest at one year London Interbank Offered Rate ("LIBOR") plus 1.5% which ranged from 1.83% to 3.46% during the year (2019: 3.46% to 4.60%).

(ii) Loan from a related company

During 2020, the Group received a loan from a related company of \$3,854,000. The loan from a related company bears interest at 4.35%, is unsecured and is repayable on 25 November 2021.

19 關連公司貸款**(a) 關連公司貸款的賬面額分析詳列如下：**

	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Loan from an intermediate holding company (note 19(b)(i))	89,035	102,230
Loan from a related company (note 19(b)(ii))	3,854	—
	92,889	102,230

(b) 關連公司貸款之條款及還款期**(i) 中介控股公司之貸款**

於二零二零年十二月三十一日，中介控股公司之貸款需於下列期限償還：

	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Within 1 year or on demand	50,877	51,115
After 1 year but within 2 years	38,158	51,115
	89,035	102,230

中介控股公司之貸款為無抵押，並均分七期償還直至二零二零年九月，承擔的利率為一年期倫敦銀行同業拆息加1.5%，範圍為1.83%至3.46%（二零一九年內為3.46%至4.60%）。

(ii) 關連公司貸款

二零二零年，本集團從一家關連公司獲得了3,854,000元的貸款。關連公司的貸款利息為4.35%，無抵押，應於二零二一年十一月二十五日償還。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

20 Employee retirement benefits**(a) Defined benefit retirement plan**

The Group makes contributions to a defined benefit retirement plan registered under the Occupational Retirement Schemes Ordinance (Chapter 426 of the Laws of the Hong Kong), which covers 11% (2019: 11%) of the Group's employees. The plan is administered by an independent trustee, with the assets held separately from those of the Group. The members' benefits are determined based on the employees' final remuneration and length of service.

Under the scheme, a retired employee is entitled to a benefit based on their completed years of service and salary on the date of leaving service.

Contributions to the plan are made in accordance with the recommendations of an independent actuary who values the retirement plan at regular intervals. The latest independent actuarial valuations of the plans were at 31 December 2020 and were prepared by qualified staff of Mercers (Hong Kong) Limited, who are the member of Chartered Enterprise Risk Actuary, using the projected unit credit method. The actuarial valuations indicate that the Group's obligations under these defined benefit retirement plan is 98% (2019: 90%) covered by the plan assets held by the trustees.

The plans expose the Group to actuarial risk, such as interest rate risk, investment risk and salary risk.

(i) The amounts recognised in the consolidated statement of financial position are as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Present value of funded obligations	資助責任的現值	113,455	105,428
Fair value of plan assets	計劃資產之公允值	(111,077)	(94,687)
Retirement benefit liabilities	退休福利負債	2,378	10,741

A portion of the above liabilities is expected to be settled after more than one year. However, it is not practicable to segregate this amount from the amounts payable in the next twelve months, as the retirement benefit payable to plan members and future contributions to plan assets will also depend on staff revenue and future changes in actuarial assumptions. The Group expects to pay \$2,772,000 in contributions to the defined benefit retirement plan in 2021.

20 僱員退休金福利**(a) 定額福利退休計劃**

本集團為其11% (二零一九年：11%) 之僱員提供定額福利退休計劃。該計劃乃由一名獨立信託人管理，並與本集團之資產分開獨立處理。計劃之供款乃根據一名獨立精算師之建議釐訂，該精算師定期為退休計劃作出評估。成員福利乃按僱員之最後薪金及服務年期計算。

根據該計劃，退休僱員有權在離職後根據其完成的服務年資和薪金獲得福利。

退休計劃之供款乃按照獨立精算師之建議而訂立。該計劃最新之獨立精算估值乃於二零二零年十二月三十一日由美世(香港)有限公司(特許企業風險分析師會員)之專業合資格精算師採用預算單位信貸法進行。有關估值顯示本集團根據該界定福利退休計劃所須履行之責任其中98% (二零一九年：90%) 受信託人持有之計劃資產保障。

該計劃令本集團承受精算風險、如利率風險、投資風險及薪金風險。

(i) 於財務狀況表確認之款額如下：

	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
--	-------------------------------	-------------------------------

上述部份負債預期將於超過一年後支付。然而，由於退休福利對計劃成員之應付款及對計劃資產之未來供款須視乎精算假設之未來變動，因此不適宜將該筆款額與未來十二個月之應付款項分開處理。本集團預計在二零二一年支付2,772,000元為「定額福利退休計劃」的款項。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

20 Employee retirement benefits (Continued)**(a) Defined benefit retirement plan** (Continued)

(ii) Plan assets consist of the following:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Equity securities	股權	53,317	43,556
Bonds	債券	54,428	44,976
Cash	現金	3,332	6,155
		111,077	94,687

An asset-liability matching study was performed by the trustees periodically to analyse the outcome of the strategic investment policies. The investment portfolio targets a mix of 45% in equity securities across a range of industries and 55% in government bonds (2019: 45% in equity securities across a range of industries and 55% in government bonds).

(iii) Movements in the present value of the defined benefit obligations:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
At 1 January	於一月一日	105,428	104,252
Remeasurements:	重估：		
— Actuarial (gains)/losses arising from changes in demographic assumptions	— 人口假設變動產生的精算(盈利)/虧損	(4)	6
— Actuarial losses/(gains) arising from changes in financial assumptions	— 財務假設變動產生的精算虧損/(盈利)	4,374	(870)
— Actuarial gains arising from changes in experience	— 經驗變動產生的精算盈利	(2,492)	(255)
		1,878	(1,119)
Benefits paid by the plan	計劃支付之福利	—	(4,306)
Current service cost	現時服務成本	4,315	4,685
Interest cost	利息成本	1,834	1,916
At 31 December	於十二月三十一日	113,455	105,428

The weighted average duration of the defined benefit obligations is 5.1 years (2019: 5.5 years).

20 僱員退休金福利 (續)**(a) 定額福利退休計劃** (續)

(ii) 計劃資產包括：

於每個週期，受託人會進行資產負債匹配研究，並分析投資政策策略之結果。投資組合目標為一系列行業之45%股票證券組合及55%政府債券。(二零一九年：45%股東證券組合及55%政府債券)。

(iii) 定額福利負債的現值變動：

定額福利負債之加權平均年期為5.1年(二零一九年：5.5年)。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

20 Employee retirement benefits (Continued)**(a) Defined benefit retirement plan** (Continued)

(iv) Movements in plan assets:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
At 1 January	於一月一日	94,687	86,555
Contributions paid to the plan by the employer	僱主支付的計劃供款	2,717	2,762
Benefits paid by the plan	計劃支付之福利	—	(4,306)
Interest income	利息收入	1,664	1,607
Return on plan assets, excluding interest income	計劃資產之回報(不包括利息收入)	12,205	8,338
Administrative expenses paid from plan assets	計劃資產之行政開支	(196)	(269)
At 31 December	於十二月三十一日	111,077	94,687

(v) Amounts recognised in the consolidated statement of comprehensive income are as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Current service cost	現時服務成本	4,315	4,685
Net interest on net defined benefit liability	定額福利淨負債之利息淨額	170	309
Administrative expenses paid from plan assets	計劃資產之行政開支	196	269
Total amounts recognised in profit or loss	於損益中確認之開支	4,681	5,263
Actuarial losses/(gains)	精算虧損/(盈利)	1,878	(1,119)
Return on plan assets, excluding interest income	計劃資產之回報(不包括利息收入)	(12,205)	(8,338)
Total amounts recognised in other comprehensive income (note 9)	於其他全面收益表確認之開支(附註9)	(10,327)	(9,457)
Total defined benefit income	定額福利收入總額	(5,646)	(4,194)
The current service cost, net interest on net defined benefit liability and administrative expenses paid from plan assets are recognised in the following line items in the consolidated income statement:	有關現時服務成本及定額福利淨負債之利息淨額乃於下列綜合收益表內之項目中確認：		
— Cost of sales	— 銷售成本	732	798
— Selling and distribution expenses	— 銷售及分銷開支	2,260	2,614
— Administrative expenses	— 行政開支	1,689	1,851
		4,681	5,263

(vi) Significant actuarial assumptions and a sensitivity analysis are as follows:

		2020 二零二零年	2019 二零一九年
Discount rate (p.a.)	貼現率(每年)	1.80%	1.80%
Future salary increases (p.a.)	未來薪酬之增長率(每年)	4.00%-4.50%	4.00%-4.50%

20 僱員退休金福利 (續)**(a) 定額福利退休計劃** (續)

(iv) 計劃資產之變動：

(v) 於綜合全面收益表確認之開支如下：

(vi) 主要的精算假設和敏感度分析如下：

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

20 Employee retirement benefits (Continued)**(a) Defined benefit retirement plan** (Continued)

(vi) (Continued)

The analysis set out below shows how the defined benefit obligation as at 31 December 2020 would have increased/(decreased) as a result of a 0.25% change in the significant actuarial assumptions:

	2020 二零二零年		2019 二零一九年	
	Increase of 0.25% 增加0.25% \$'000 千元	Decrease of 0.25% 減少0.25% \$'000 千元	Increase of 0.25% 增加0.25% \$'000 千元	Decrease of 0.25% 減少0.25% \$'000 千元
Discount rate 貼現率	(1,465)	1,450	(1,407)	1,443
Salary increase rate 薪酬增長率	1,677	(1,643)	1,663	(1,629)

The above sensitivity analysis is based on the assumption that changes in actuarial assumptions are not correlated and therefore it does not take into account the correlations between the actuarial assumptions.

(b) Defined contribution retirement plan

- (i) Staff employed by the Group in Hong Kong who are not members of the above defined benefit retirement plan are required to join the Group's mandatory provident fund plan under the Hong Kong Mandatory Provident Fund Schemes Ordinance. The mandatory provident fund plan is a defined contribution retirement plan administered by an independent corporate trustee. Under the plan, the Group and its employees are each required to make contributions to the plan at 5% of the employees' relevant income, subject to a cap of monthly relevant income of \$30,000. Contributions to the plan vest immediately.
- (ii) Employees of the subsidiaries in the PRC are members of pension schemes operated by the PRC government. The Group is required to contribute, based on a certain percentage of the employees' remuneration, to these pension schemes to fund the benefits. The only obligation for the Group with respect to these pension schemes is the required contribution under the central pension scheme. Contributions to these schemes vest immediately.

21 Income tax in the consolidated statement of financial position**(a) Current taxation in the consolidated statement of financial position represents:**

	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Provision for Hong Kong Profits Tax for the year 本年度香港利得稅撥備	—	601
Balance of Profits Tax provision relating to prior years 已過去年度的利得稅撥備	—	293
	—	894

20 僱員退休金福利 (續)**(a) 定額福利退休計劃** (續)

(vi) (續)

下列分析說明主要精算假設0.25%之變化對定額福利負債於二零二零年十二月三十一日將增加/ (減少) 如下：

上述敏感度分析是假設精算假設之變化互不相關，因此敏感度分析並不考慮精算假設之間的相關性。

(b) 定額供款退休計劃

- (i) 根據香港《強制性公積金計劃條例》，本集團在香港僱用而並無加入上述定額福利退休計劃的僱員，須加入本集團的強制性公積金計劃。強制性公積金計劃乃一個由獨立法團受託人管理的定額供款退休計劃。根據有關計劃，本集團及其僱員各自須向計劃作出供款，數額為僱員有關入息的5%，惟每月有關入息的最高水平為30,000元對計劃作出的供款即時歸屬。
- (ii) 中國附屬公司僱員為中國政府營運的中央退休金計劃的成員。本集團須對中央退休金計劃供款作為有關福利提供資金，數額以僱員酬金按份比釐定。本集團有關中央退休金計劃的唯一義務為根據中央退休金計劃須作出的有關供款。對計劃作出的供款即時歸屬。

21 財務狀況表所列之所得稅項**(a) 綜合財務狀況表中應付稅項包含：**

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

21 Income tax in the consolidated statement of financial position (Continued)**(b) Deferred tax assets and liabilities recognised:**

The components of deferred tax assets and liabilities recognised in the consolidated statement of financial position and the movements during the year are as follows:

		Depreciation allowances in excess of the related depreciation 折舊免稅額 超逾有關折舊 之數額 \$'000 千元	Impairment losses for receivables and inventories 應收賬項 及存貨 之減值虧損 \$'000 千元	Retirement benefit liabilities 退休福利 之負債 \$'000 千元	Tax losses 稅項虧損 \$'000 千元	Total 總額 \$'000 千元
Deferred tax arising from:	遞延稅項來自：					
At 1 January 2019 (Credited)/charged to profit or loss (note 6(a)) Charged to equity (note 9)	於二零一九年一月一日 於損益中 (計入)/扣除(附註6(a)) 於權益中計入(附註9)	41,507 (625) —	(87) 42 —	(2,925) (57) 1,205	(34,129) (4,931) —	4,366 (5,571) 1,205
At 31 December 2019 and 1 January 2020 (Credited)/charged to profit or loss (note 6(a)) Charged to equity (note 9)	於二零一九年十二月三十一日 及二零二零年一月一日 於損益中 (計入)/扣除(附註6(a)) 於權益中計入(附註9)	40,882 (929) —	(45) (80) —	(1,777) 96 1,284	(39,060) (371) —	— (1,284) 1,284
At 31 December 2020	於二零二零年十二月三十一日	39,953	(125)	(397)	(39,431)	—

(c) Deferred tax assets not recognised:

Deferred tax assets have not been recognised in respect of the following items, which pertain to the subsidiaries in the PRC and the Company:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Tax losses	稅項虧損	207,173	290,257
Deductible temporary differences	可抵扣暫時性差異	113,826	132,373
		320,999	422,630

In accordance with the accounting policy set out in note 1(p), deferred tax assets have not been recognised in respect of the above items as it is not probable that the relevant entities will generate future taxable profits against which the above items can be utilised.

21 財務狀況表所列之所得稅項 (續)**(b) 已確認之遞延稅項資產及負債：**

於綜合財務狀況表已確認之遞延稅項資產及負債之組成部分及年內之變動如下：

(c) 未確認之遞延稅項資產：

本集團於中國的附屬公司及本公司並未就下列各項目所引致之遞延稅項資產做出確認：

根據列示於附註1(p)會計政策，由於未能確定相關附屬公司未來能夠獲得足夠應課稅盈利以抵扣其利益，故本集團並未確認上列項目所引致之遞延稅項資產。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

21 Income tax in the consolidated statement of financial position (Continued)**(c) Deferred tax assets not recognised:** (Continued)

The unrecognised tax losses relating to the PRC subsidiaries can be carried forward up to five years from the year in which the loss originated and will expire in the following years:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
2020	二零二零年	—	50,205
2021	二零二一年	36,365	37,850
2022	二零二二年	—	2,761
2023	二零二三年	24,998	24,575
2024	二零二四年	5,592	16,715
		66,955	132,106

The unrecognised tax losses relating to the Company were \$140,218,000 (2019: \$158,151,000) and do not expire under current tax legislation.

21 財務狀況表所列之所得稅項 (續)**(c) 未確認之遞延稅項資產：** (續)

有關中國附屬公司未確認的稅項虧損自產生日起五年屆滿，有關到期年份如下：

本公司未確認的稅項虧損為140,218,000元(二零一九年：158,151,000元)，並於現行稅務規例下不會到期。

22 Lease liabilities

The following table shows the remaining contractual maturities of the Group's lease liabilities at the end of the current and previous reporting periods:

		2020 二零二零年		2019 二零一九年	
		Present value of the minimum lease payments 最低租賃 付款額之現值 \$'000 千元	Total minimum lease payments 最低租賃 付款總額 \$'000 千元	Present value of the minimum lease payments 最低租賃 付款額之現值 \$'000 千元	Total minimum lease payments 最低租賃 付款總額 \$'000 千元
Within 1 year	一年內	11	13	932	945
After 1 year but within 2 years	一年後但兩年內	12	13	—	—
After 2 years but within 5 years	兩年後但五年內	23	25	—	—
		35	38	—	—
Less: total future interest expenses	扣除將來總利息支出		(5)		(13)
Present value of lease liabilities	租賃負債之現值		46		932

22 租賃負債

下表列示本集團於本報告期末及過往會計期末的租賃負債之剩餘合約到期日：

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(除另有指示外，均按港幣計算)

23 Capital and reserves**(a) Movements in components of equity**

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

23 股本及儲備**(a) 權益部分變動**

本集團之綜合權益中各部分的年初及年末調節於綜合權益變動表內列載。本公司之各個權益部分的年初及年末變動詳情於以下列載：

	Note 附註	Share capital 股本 \$'000 千元	Retained profits 收益儲備 \$'000 千元	Total 總額 \$'000 千元
Balance at 1 January 2019	於二零一九年一月一日結餘	252,524	193,505	446,029
Changes in equity for 2019:	二零一九年權益變動：			
Adjustment due to amalgamation	與附屬公司合併的調整	—	(9,056)	(9,056)
Actuarial gains and losses of defined benefit retirement plan, net of tax	定額福利退休計劃 之精算盈利及虧損 (除稅後)	—	8,252	8,252
Loss for the year	年度虧損	—	(3,741)	(3,741)
Balance at 31 December 2019 and 1 January 2020	27	252,524	188,960	441,484
Changes in equity for 2020:	二零二零年權益變動：			
Actuarial gains and losses of defined benefit retirement plan, net of tax	定額福利退休計劃 之精算盈利及虧損 (除稅後)	—	9,043	9,043
Profit for the year	年度盈利	—	13,803	13,803
Balance at 31 December 2020	於二零二零年十二月三十一日 結餘	252,524	211,806	464,330

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

23 Capital and reserves (Continued)**(b) Share capital**

		2020 二零二零年		2019 二零一九年	
		No. of shares 股份數目 '000	\$'000 千元	No. of shares 股份數目 '000	\$'000 千元
Ordinary shares, issued and fully paid: At 1 January and 31 December	普通股，已發行 及繳足股本： 於一月一日 及十二月三十一日	373,570	252,524	373,570	252,524

In accordance with section 135 of the Hong Kong Companies Ordinance, the ordinary shares of the Company do not have a par value.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

(c) Nature and purpose of reserves**(i) Capital reserve**

The capital reserve represents the reserve arising from the capitalisation of retained profits of PRC subsidiaries.

(ii) Exchange fluctuation reserve

The exchange fluctuation reserve comprises all foreign exchange differences arising from the translation of the financial statements of subsidiaries outside Hong Kong and the foreign exchange differences arising from translation of monetary items that in substance form part of the net investment in subsidiaries outside Hong Kong. The reserve is dealt with in accordance with the accounting policy set out in note 1(s).

23 股本及儲備 (續)**(b) 股本**

		2020 二零二零年		2019 二零一九年	
		No. of shares 股份數目 '000	\$'000 千元	No. of shares 股份數目 '000	\$'000 千元
Ordinary shares, issued and fully paid: At 1 January and 31 December	普通股，已發行 及繳足股本： 於一月一日 及十二月三十一日	373,570	252,524	373,570	252,524

根據香港《公司條例》第135條，公司股份不再有票面價值。

普通股持有人有權收取不時宣派的股息，並可在本公司大會上每持有一股股份投一票。對於本公司的剩餘資產，所有普通股均享有同等權益。

(c) 備性質及用途**(i) 資本儲備**

資本儲備乃指一間中國附屬公司之保留盈利資本化而產生之儲備。

(ii) 匯兌波動儲備

匯兌波動儲備包括因換算香港以外之附屬公司財務報表產生之所有匯兌差額及因換算貨幣項目（實則部份屬於外地附屬公司之淨投資）之匯兌差額。該儲備根據附註1(s)所載之會計政策而處理。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

23 Capital and reserves (Continued)

(d) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing products commensurately with the level of risk and by securing access to finance at a reasonable cost.

As 31 December 2020, the Group has total borrowings amounting to \$92,889,000 (2019: \$102,230,000). The gearing ratio, representing the ratio of total borrowings to the share capital and reserves of the Group was 17.1% (2019: 19.8%). The Group had bank deposits and cash and cash equivalents as at 31 December 2020 amounting to \$156,109,000 (2019: \$129,393,000).

The Group actively and regularly reviews and manages its capital structure to maintain a balance between the higher shareholder returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.

23 股本及儲備 (續)

(d) 資本管理

本集團管理資本的主要目標是要保障集團能夠持續經營，從而繼續為股東提供回報及為其他持股份者帶來好處；以風險水平相稱為產品定價，以及確保獲得合理的融資成本。

於二零二零年十二月三十一日，本集團的借貸總額為92,889,000元（二零一九年：102,230,000元）。資產負債比率（即借貸總額佔本集團股本及儲備的比率）為17.1%（二零一九年：19.8%）。截至二零二零年十二月三十一日，本集團的銀行存款和現金及等同現金項目總值156,109,000元（二零一九年：129,393,000元）。

本集團積極及定期對資本架構展開檢討及管理，以在較高股東回報情況下可能伴隨之較高借貸水平與良好的資本狀況帶來的優勢及保障之間取得平衡，並因應經濟環境的變化對資本架構作出調整。

本公司及其附屬公司均不受外部施加的資本限制要求。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to trade receivables. The Group's exposure to credit risk arising from cash and cash equivalents and bank deposits is limited because the counterparties are banks for which the Group considers to have low credit risk.

The Group does not provide any guarantees which would expose the Group to credit risk.

Trade receivables

The Group's exposure to credit risk 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 the end of the reporting period, 20% (2019: 14%) and 44% (2019: 39%) of the total trade and other receivables was due from the Group's largest customer and the five largest customers respectively.

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs, taken into account historical data, current conditions and the Group's view of economic conditions over the expected lives of the receivables. Further quantitative disclosure in respect of the Group's exposure to credit risk arising from trade receivables is set out in note 15.

24 金融風險管理及公允價值

本集團在一般業務過程中存在信貸、流動資金、利率風險及外匯風險。本集團面對該等風險程度及本集團所採用管理該等風險之財務管理政策及慣例，載述如下。

(a) 信貸風險

信貸風險指交易對手違約其合約責任導致本集團財務虧損的風險。本集團的信貸風險主要來自應收貿易賬款。本集團因現金及等同現金項目及銀行存款而產生的信貸風險有限，因為交易對手為本集團認為信貸風險較低的銀行。

本集團並無因作出其他擔保而面對信貸風險。

應收貿易賬

本集團的信貸風險主要受每名客戶的個別特徵影響，多於受客戶的經營所在地或行業的影響。因此，當本集團認為個別客戶有重大風險時，將會令信貸風險更為集中。於報告期末，應收貿易及其他賬項總額的20%（二零一九年：14%）及44%（二零一九年：39%）分別來自本集團最大客戶及五大客戶。

本集團以終身預期信貸虧損的金額計量應收貿易賬的虧損撥備，該撥備以撥備模型計算。由於本集團的過往的信貸虧損經驗並未表明不同客戶群的虧損模式存在顯著差異，因此基於過期狀態的虧損撥備不會進一步區分本集團的不同客戶群。本集團的應收貿易賬款產生的信貸風險，其進一步的定量披露已載於附註15。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(a) Credit risk (Continued)**Trade receivables** (Continued)

Movement in the loss allowance account in respect of trade receivables during the year is as follows:

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Balance 1 January	於一月一日	271	531
Exchange adjustments	匯兌調整	1	(1)
Uncollectible amounts written off during the year	年內沖銷不可收回金額	(599)	(255)
Net provision for/(reversal of) impairment of trade and other receivables	貿易及其他應收賬款淨減值撥備/(撥回)	1,090	(4)
Balance at 31 December	於十二月三十一日	763	271

Amounts due from holding companies, fellow subsidiaries and related companies (trade-related)

Credit risk in respect of amounts due from holding companies, fellow subsidiaries and related companies (trade-related) is limited as they had sufficient reserves of resources to settle the amounts as they fall due and there was no history of default. Accordingly, no loss allowance was recognised at 31 December 2020 and 2019.

24 金融風險管理及公允價值 (續)**(a) 信貸風險 (續)****應收貿易賬 (續)**

年內應收貿易賬的虧損撥備變動如下：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Balance 1 January	於一月一日	271	531
Exchange adjustments	匯兌調整	1	(1)
Uncollectible amounts written off during the year	年內沖銷不可收回金額	(599)	(255)
Net provision for/(reversal of) impairment of trade and other receivables	貿易及其他應收賬款淨減值撥備/(撥回)	1,090	(4)
Balance at 31 December	於十二月三十一日	763	271

控股公司、同系附屬公司和關連公司 (與貿易有關) 的應收款項

控股公司、同系附屬公司和關連公司 (與貿易有關) 的應收款項的信用風險是有限的，因為它們有足夠的資源儲備來應付到期的款項，並且沒有違約的歷史。因此，於二零二零年十二月三十一日及二零一九年十二月三十一日未確認任何損失撥備。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(b) Liquidity risk

Individual operating entities within the Group are responsible for their own cash management. The Group regularly monitors its liquidity requirements to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions and related parties to meet its liquidity requirements in the short and longer term.

The following table shows the remaining contractual maturities at the end of the reporting period of the Group's financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of the reporting period) and the earliest date the Group can be required to pay:

24 金融風險管理及公允價值 (續)**(b) 流動資金風險**

個別經營實體須負責其本身的現金管理及按照本集團政策定期監察其流動資金需要，以確保其維持充裕之現金儲備及主要財務機構承諾提供足夠資金額度，以滿足其短期及長期之流動資金需求。

下表就本集團於結算日財務負債之尚餘合約期限作詳細分析，並以訂約未貼現現金流量（即包括按訂約息率計算之利息支出，或如屬浮息類別，按結算日當日之息率計算之利息支出）及本集團可被追索之最早還款日期作出分析基準。

		2020 二零二零年				
		Contractual undiscounted cash outflow 合約上未貼現的現金流量				Carrying amount
		Within 1 year or on demand 一年內或於要求時到期 \$'000 千元	More than 1 year but less than 2 years 一年後但兩年內 \$'000 千元	More than 2 years but less than 5 years 兩年後但五年內 \$'000 千元	Total 總額 \$'000 千元	
Trade and other payables	應付貿易及其他賬項	83,027	—	—	83,027	83,027
Loan from an intermediate holding company	中介控股公司之貸款	52,103	38,511	—	90,614	89,035
Loan from a related company	關連公司貸款	4,022	—	—	4,022	3,854
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	9,418	—	—	9,418	9,418
Amounts due to related companies	應付關連公司賬項	12,975	—	—	12,975	12,975
Lease liabilities	租賃負債	13	13	25	51	46
		161,558	38,524	25	200,107	198,355

		2019 二零一九年			
		Contractual undiscounted cash outflow 合約上未貼現的現金流量			Carrying amount
		Within 1 year or on demand 一年內或於要求時到期 \$'000 千元	More than 1 year but less than 2 years 一年後但兩年內 \$'000 千元	Total 總額 \$'000 千元	
Trade and other payables	應付貿易及其他賬項	83,301	—	83,301	83,301
Loan from an intermediate holding company	中介控股公司之貸款	53,884	52,235	106,119	102,230
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	9,410	—	9,410	9,410
Amounts due to related companies	應付關連公司賬項	8,632	—	8,632	8,632
Lease liabilities	租賃負債	945	—	945	932
		156,172	52,235	208,407	204,505

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(c) Interest rate risk

The Group's interest rate risk arises primarily from interest-bearing borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. The Group monitors the level of its variable rate borrowings. The Group's interest rate profile as monitored by management is set out in (i) below.

(i) Interest rate profile

The following table details the interest rate profile of the Group's borrowings at the end of the reporting period:

		2020 二零二零年		2019 二零一九年	
		Effective interest rate	Amount	Effective interest rate	Amount
		實際利率 %	金額 \$'000	實際利率 %	金額 \$'000
		%	千元	%	千元
Fixed rate borrowings:	定息貸款：				
— Loan from a related company	— 關連公司貸款租賃負債	4.35	3,854	—	—
— Lease liabilities	— 租賃負債	3.81	46	2.22	932
			3,900		932
Variable rate borrowings:	浮動利率貸款：				
— Loan from an intermediate holding company	— 中介控股公司之貸款	1.76	89,035	3.34	102,230
Total borrowings	貸款總額		92,935		103,162
Fixed rate borrowings as a percentage of total borrowings	定息貸款佔貸款總額百分比		4.2%		1.0%

(ii) Sensitivity analysis

At 31 December 2020, it is estimated that a general increase/decrease of 100 basis points in interest rates, with all other variables held constant, would have decreased/increased the Group's profit after taxation and the Group's retained profits by approximately \$890,000 (2019: \$1,022,000). The tax effect was assumed to be nil as the entity which has drawn down the loan had unrecognised tax losses for deferred tax purposes and it is not probable that it will generate future taxable profits against which the tax losses can be utilised.

The sensitivity analysis above indicates the instantaneous change in the Group's profit after taxation and retained profits in respect of the exposure to cash flow interest rate risk arising from floating rate instruments held by the Group at the end of the reporting period. The impact on the Group's profit after taxation and retained profits is estimated as an annualised impact on interest expense of such a change in interest rates.

24 金融風險管理及公允價值 (續)**(c) 利率風險**

本集團之利率風險主要由計息貸款產生。本集團會監控浮動利率的貸款水平。本集團由管理層監控的利率結構載於下文(i)。

(i) 利率結構

下表為本集團於結算日之中介控股公司之貸款之利率結構：

(ii) 敏感性分析

於二零二零年十二月三十一日，估計利率上升/下跌一百點子，在其他可變動因素保持不變的情況下，本集團本年度除稅後盈利及累計盈利將減少/增加約890,000元（二零一九年：1,022,000元）。由於未能確定未來能夠獲得足夠應課稅盈利以抵扣稅務虧損，舉債公司並未確認稅務虧損所致之遞延稅項，因此假設並無稅務影響。

以上敏感性分析顯示本集團的除稅後盈利及累計盈利之即時變化，乃由於本集團於結算日所持有的浮動利率工具，引致本集團面臨現金流利率風險所產生。本集團除稅後盈利及累計盈利的影響是以該等利率變化對利息費用的年度影響作估計。

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(d) Currency risk

The Group is exposed to currency risk primarily through sales, purchases, borrowings, expenses and recharges amongst group entities which give rise to receivables, payables, loans and cash balances that are denominated in a foreign currency, i.e. a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily United States dollars and Euros.

For group entities whose functional currency is Hong Kong dollars, all sales and purchases are denominated in either Hong Kong dollars or United States dollars, except for certain purchases from Europe. Given that Hong Kong dollar is pegged to the United States dollar, management do not expect that there will be any significant currency risk associated with such United States dollar denominated transactions. For transactions denominated in Euros, management monitor the level of exposure closely and take actions such as an earlier settlement considering movements in the exchange rate.

For group entities whose functional currency is Renminbi, except for certain transactions amongst group entities that are denominated in either Hong Kong dollars or United States dollars, most of other transactions are denominated in Renminbi. For those transactions amongst group entities denominated in United States dollars or Hong Kong dollars, management consider the transaction amounts are not significant and the exposure to currency risk is low.

The Group's exposure to currency risk and its policies for managing such risk were unchanged from 2019.

24 金融風險管理及公允價值 (續)

(d) 外匯風險

本集團主要因買賣交易，借款，集團之間的費用及回付產生以外幣（即就該交易而言並非相關業務之功能貨幣）為單位之應收賬款、應付賬款、借款及現金結存，因而面對外匯風險。引致外幣風險之貨幣主要包括美元及歐羅。

對於集團內以港元作功能貨幣的各個實體，除某些貨品由歐洲或日本進行採購外，所有銷貨及購貨均以港元或美元作交易貨幣。由於港元與美元掛鈎，故本集團預期美元／港元匯率不會有大幅變動。至於以歐羅及日元計價之交易，管理層密切監控其面對的風險水平，並應因匯率變動採取措施，如提前結帳。

對於集團內以人民幣作功能貨幣的各個實體，除了對集團內交易是以港元或美元作單位，其他交易是以人民幣作單位。有關集團內以美元或港元作單位的交易，管理層認為交易金額不重大，須面對的有關外匯風險不大。

本集團承受外匯風險及其管理政策與二零一九年相同。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(d) Currency risk (Continued)**(i) Exposure to currency risk**

The following tables detail the Group's significant exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. For presentation purposes, the amounts of the exposure are shown in Hong Kong dollars, translated using the spot rates at the year end date. Differences resulting from the translation of the financial statements of subsidiaries outside Hong Kong into the Group's presentation currency and the exposure arising from the borrowings from group entities that in substance form part of the net investment in subsidiaries are excluded.

24 金融風險管理及公允價值 (續)**(d) 外匯風險 (續)****(i) 承受之外匯風險**

下表就本集團結算日並非以相關實體功能貨幣計值的已確認資產或負債所承受之外匯風險作出詳細分析。下表不包括集團內因對附屬公司作出借款（該借款實際為組成對附屬公司的淨投資的一部份）而產生的風險。下表的金額乃按結算日之匯率兌換為港幣作呈列之用。因匯兌香港以外附屬公司之財務報表為本集團的呈列貨幣而產生的差額並不包括在內。

**Exposure to foreign currencies
(expressed in Hong Kong dollars)
外幣風險 (按港元計算)**

		2020 二零二零年		2019 二零一九年	
		United States dollars 美元 \$'000 千元	Euros 歐羅 \$'000 千元	United States dollars 美元 \$'000 千元	Euros 歐羅 \$'000 千元
Trade and other receivables	應收貿易及其他賬項	—	—	—	481
Cash and cash equivalents	現金及等同現金項目	17,520	1	14,646	281
Trade and other payables	應付貿易及其他賬項	—	(771)	—	(1,000)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	(7,596)	—	(8,268)	—
Net exposure	風險承擔淨額	9,924	(770)	6,378	(238)

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(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(d) Currency risk (Continued)**(ii) Sensitivity analysis**

The following table indicates the instantaneous change in the Group's profit after taxation and retained profits that would have arisen if foreign exchange rates to which the group entities had significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant. In this respect, it is assumed that the pegged rate between the Hong Kong dollar and the United States dollar would be materially unaffected by any changes in movement in value of the United States dollar against other currencies. Also, the tax effect was assumed to be nil for the entities which had unrecognised tax losses for deferred tax purposes since it is not probable that they will generate future taxable profits against which tax losses could be utilised.

24 金融風險管理及公允價值 (續)**(d) 外匯風險 (續)****(ii) 敏感性分析**

下表顯示本集團於結算日時具重大風險之外幣匯率於當日變動對本集團之除稅後盈利及累計盈利之即時影響，已假設其他風險變數不變。就此而言，已假設港元及美元之間的聯繫匯率大致上不受美元兌其他貨幣之價值變動所影響。並且，由於未能確定未來能夠獲得足夠應課稅盈利以抵扣稅務虧損，實體有未確認稅務虧損所致之遞延稅項，因此假設並無稅務影響。

		2020 二零二零年			2019 二零一九年		
		Increase/ (decrease) in foreign exchange rates 外匯匯率 上升/ (下跌)	Increase/ (decrease) in profit after taxation 除稅後盈利 增加/ (減少) \$'000 千元	Increase/ (decrease) in retained profits 累計盈利 增加/ (減少) \$'000 千元	Increase/ (decrease) in foreign exchange rates 外匯匯率 上升/ (下跌)	Increase/ (decrease) in profit after taxation 除稅後盈利 增加/ (減少) \$'000 千元	Increase/ (decrease) in retained profits 累計盈利 增加/ (減少) \$'000 千元
United States dollars	美元	10% (10)%	992 (992)	992 (992)	10% (10)%	638 (638)	638 (638)
Euros	歐羅	10% (10)%	(77) 77	(77) 77	10% (10)%	(24) 24	(24) 24

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group entities' profit or loss measured in the respective functional currencies, translated into Hong Kong dollars at the exchange rate ruling at the end of the reporting period for presentation purposes.

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period, including inter-company payables and receivables within the Group which are denominated in a currency other than the functional currency of the lender or the borrower. The analysis excludes differences that would result from the translation of the financial statements of subsidiaries outside Hong Kong into the Group's presentation currency and the borrowings from group entities that in substance form part of the net investment in subsidiaries. The analysis has been performed on the same basis as for 2019.

上表所呈列之分析結果指本集團各個實體以個別功能貨幣計量（為呈報目的，已按結算日之匯率兌換為港元）之本年度損益之即時合併影響。

敏感性分析已假設外幣匯率之變動已用於重新計量本集團所持有並於結算日使本集團面臨外匯風險之金融工具，包括集團間以並非借方或貸方之功能貨幣作單位的應收及應付賬項。此變動代表管理層對截至下一年度結算日的匯率可能變動的合理評估。此分析不包括將香港以外附屬公司之財務報表換算成本集團之呈列貨幣所產生之差額。該項分析按與二零一九年相同之基準進行。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(e) Fair values

Except for the loan from an intermediate holding company (note 19) and loan from related companies (note 19), other non-trade balances with holding companies, fellow subsidiaries and related companies are unsecured, interest-free and recoverable/repayable on demand. Given these terms, it is not meaningful to disclose their fair values.

All other significant financial assets and liabilities are carried at amounts not materially different from their fair values as at 31 December 2020 and 2019.

(f) Offsetting financial assets and financial liabilities

Provision for discounts, rebates and promotional incentives are either included in trade and other payables or offset against trade receivables when the Group has a legally enforceable right to set off the recognised amounts and intends to settle on a net basis.

The Group holds cash deposits as collateral over certain trade receivables, which are included in trade payables and not offset against trade receivables as the Group does not have a legally enforceable right to set off the recognised amounts.

The following tables set out the carrying amounts of recognised financial instruments that are subject to the above arrangements.

24 金融風險管理及公允價值 (續)**(e) 公允價值**

與控股公司，同系附屬公司及關連公司的非貿易賬項結餘均為無抵押及免息且按需求收回／或還款，中介控股公司貸款（附註19）除外。鑑於該等條款，披露其公允價值之意義不大。

所有其他重大金融資產及負債的賬面價值均與其於二零二零年及二零一九年十二月三十一日的公允價值並無重大差異。

(f) 金融資產及金融負債抵銷

折扣、回佣及推廣優惠計提一般會計入應付貿易及其他賬項。若本集團有權合法強制抵銷已確認金額，並擬按淨額基準結算時，會與應收貿易賬項於綜合財務狀況表內互相抵銷。

本集團持有現金按金作為若干應收貿易賬項之抵押品，該等按金計入應付貿易賬項中，並無與應收貿易賬項互相抵銷，原因為本集團並無合法強制抵銷該等已確認金額之權力。

下表載列受上述安排限制之已確認金融工具之賬面值。

		2020 二零二零年					
		Gross amounts of recognised financial instruments in the consolidated statement of financial position	Related financial instruments offset in the consolidated statement of financial position	Net amounts presented in the consolidated statement of financial position	Related amounts not offset in the consolidated statement of financial position — cash collateral received	Net amount	
	Note	於財務狀況表已確認金融工具之金額	於財務狀況表抵銷相關金融工具之金額	於財務狀況表之淨額	於財務狀況表沒有抵銷相關之款項 — 收取現金抵押品	淨額	
	附註	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元	
Financial assets							
Trade and other receivables	15						
— Trade receivables		58,515	(26,830)	31,685	(1,801)	29,884	
— Financial assets not in the scope of offsetting disclosures		11,090	—	11,090	—	11,090	
Financial liabilities							
Trade and other payables	18						
— Trade payables		64,653	(26,830)	37,823	—	37,823	
— Financial liabilities not in the scope of offsetting disclosures		45,204	—	45,204	(1,801)	43,403	

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

24 Financial risk management and fair values

(Continued)

(f) Offsetting financial assets and financial liabilities

(Continued)

24 金融風險管理及公允價值 (續)**(f) 金融資產及金融負債抵銷 (續)**

				2019 二零一九年			
		Gross amounts of recognised financial instruments in the consolidated statement of financial position 於財務狀況表 已確認金融工具 之金額	Related financial instruments offset in the consolidated statement of financial position 於財務狀況表 抵銷相關金融 工具之金額	Net amounts presented in the consolidated statement of financial position 於財務狀況表 之淨額	Related amounts not offset in the consolidated statement of financial position — cash collateral received 於財務狀況表沒有 抵銷相關之款項 — 收取現金抵押品		Net amount
	Note 附註	\$'000 千元	\$'000 千元	\$'000 千元	\$'000 千元		\$'000 千元
Financial assets	金融資產						
Trade and other receivables	15						
— Trade receivables		63,697	(24,326)	39,371	(1,691)		37,680
— Financial assets not in the scope of offsetting disclosures		12,028	—	12,028	—		12,028
Financial liabilities	金融負債						
Trade and other payables	18						
— Trade payables		68,571	(24,326)	44,245	—		44,245
— Financial liabilities not in the scope of offsetting disclosures		39,951	—	39,951	(1,691)		38,260

The gross amounts of financial assets and financial liabilities and their net amounts as presented in the consolidated statement of financial position that are disclosed in the above tables are measured in the consolidated statement of financial position at amortised cost.

The amounts in the above tables that are offset in the consolidated statement of financial position are measured on the same basis.

上表所披露有關於財務狀況表中呈列之金融資產及金融負債之金額，以及於財務狀況表中其淨額是按攤銷成本列賬。

上表所列已於財務狀況表中抵銷之金額乃按相同基準列賬。

25 Capital commitments

Capital commitments outstanding at 31 December 2020 not provided for in the financial statements were as follows:

25 資本承擔

於二零二零年十二月三十一日，未在財務報表中撥備之未付資本承擔詳情如下：

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Contracted for	已訂約	7,272	3,428
Authorised but not contracted for	已批准但未訂約	18,536	7,250
		25,808	10,678

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

26 Material related party transactions

In addition to the transactions and balances disclosed elsewhere in these financial statements, the Group entered into the following material related party transactions:

(a) Transactions with group companies

	Note 附註	Amounts 金額		Due from/(to) balances at year end 應收/(付)年底結存		
		2020	2019	2020	2019	
		二零二零年 \$'000 千元	二零一九年 \$'000 千元	二零二零年 \$'000 千元	二零一九年 \$'000 千元	
Purchases from	購自	(i)				
— intermediate holding companies	— 中介控股公司		1,950	—	(116)	
— fellow subsidiaries	— 同系附屬公司		2,764	(732)	(289)	
— related companies	— 關連公司		27,783	(7,084)	(5,051)	
Sales to	售予	(i)				
— an intermediate holding company	— 中介控股公司		210,664	16,723	19,082	
— fellow subsidiaries	— 同系附屬公司		97	—	70	
Royalty payments to	支付專利權費用	(ii)				
— intermediate holding companies	— 中介控股公司		1,041	(17)	(14)	
— a related company	— 關連公司		1,823	(5,891)	(3,581)	
Interest expense payable to	利息支出	(iii)				
— an intermediate holding company	— 中介控股公司		4,303	(142)	(295)	

Notes:

- (i) Sales to and purchases from group companies were carried out at terms mutually agreed by both parties. The terms of the outstanding balances are set out in note 16.
- Related companies are related to the Group as their ultimate holding company has a significant influence over the Group.
- (ii) Royalties are payable to intermediate holding companies and a related company for the use of certain trademarks pursuant to relevant licensing agreements.
- (iii) Interest expense was paid for the loan from an intermediate holding company.

These transactions also constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules, except for the purchases from related companies, which the directors do not consider to be connected transactions under the Listing Rules.

26 重大關連人士交易

除本財務報表另有披露之交易及結餘外，本集團已訂立以下重大關連人士交易：

(a) 集團內主要關連交易

	Note 附註	Amounts 金額		Due from/(to) balances at year end 應收/(付)年底結存	
		2020	2019	2020	2019
		二零二零年 \$'000 千元	二零一九年 \$'000 千元	二零二零年 \$'000 千元	二零一九年 \$'000 千元
Purchases from	購自	(i)			
— intermediate holding companies	— 中介控股公司		1,950	—	(116)
— fellow subsidiaries	— 同系附屬公司		2,764	(732)	(289)
— related companies	— 關連公司		27,783	(7,084)	(5,051)
Sales to	售予	(i)			
— an intermediate holding company	— 中介控股公司		210,664	16,723	19,082
— fellow subsidiaries	— 同系附屬公司		97	—	70
Royalty payments to	支付專利權費用	(ii)			
— intermediate holding companies	— 中介控股公司		1,041	(17)	(14)
— a related company	— 關連公司		1,823	(5,891)	(3,581)
Interest expense payable to	利息支出	(iii)			
— an intermediate holding company	— 中介控股公司		4,303	(142)	(295)

附註：

- (i) 此等交易按雙方同意之條款進行。有關其結餘之條款於附註16內列明。
- 關連公司與本集團有關連因其最終控股公司對本集團有重大影響。
- (ii) 專利權是指就有關特許合同所訂，因使用個別商標支付予中介控股公司及關連公司的費用。
- (iii) 利息支出乃自關連公司的貸款。

根據上市規則第14A章，此等交易（購自關連公司之交易除外）構成關連交易或持續關連交易。因應有關條例，本公司董事對採購自關連公司交易不考慮為關連交易。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

26 Material related party transactions (Continued)**26 重大關連人士交易** (續)**(b) Other transactions with group companies****(b) 集團內其他關連交易**

		Amounts		Due from/(to)	
		金額		balances at year end	
		2020	2019	2020	2019
		二零二零年	二零一九年	二零二零年	二零一九年
		\$'000	\$'000	\$'000	\$'000
		千元	千元	千元	千元
Expenses paid by the Group on behalf of group companies	由本集團代關連公司代支費用				
— intermediate holding companies	— 中介控股公司	3,076	(403)	95	434
— fellow subsidiaries	— 同系附屬公司	57	94	11	9
— a related company	— 關連公司	8,317	6,795	1,260	1,492
Expenses paid by group companies on the Group's behalf	由關連公司代本集團代支費用				
— intermediate holding companies	— 中介控股公司	4,005	975	(8,523)	(8,692)
— fellow subsidiaries	— 同系附屬公司	—	—	(4)	(4)

(c) Key management personnel remuneration**(c) 主要管理人員酬金**

Remuneration for key management personnel of the Group, including amounts paid to the Company's directors as disclosed in note 7 and the highest paid employees as disclosed in note 8, is as follows:

本集團主要管理人員之酬金(包括附註7所披露向本公司董事支付之款項及附註8所披露向若干最高薪僱員支付之款項)如下:

		2020	2019
		二零二零年	二零一九年
		\$'000	\$'000
		千元	千元
Short-term employee benefits	短期僱員福利	18,267	18,734
Post-employment benefits	離職後福利	933	906
		19,200	19,640

Total remuneration is included in "staff costs" (see note 5(b)).

總酬金已計入「員工薪酬」內(見附註5(b))。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

27 Company-level statement of financial position **27 本公司 – 財務狀況表**

	Note 附註	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Non-current assets			
Property, plant and equipment		312,967	321,773
Investment properties		116,882	121,613
		429,849	443,386
Intangible assets		4,771	4,771
Investments in subsidiaries		1,690	4,343
		436,310	452,500
Current assets			
Inventories		31,271	27,947
Trade and other receivables		35,115	44,720
Amounts due from holding companies and fellow subsidiaries		9,941	16,052
Amount due from a related company		1,260	1,492
Bank deposits		20,007	22,661
Cash and cash equivalents		76,057	46,350
		173,651	159,222
Current liabilities			
Trade and other payables		(46,502)	(50,612)
Loan from an intermediate holding company		(50,877)	(51,115)
Amounts due to holding companies and fellow subsidiaries		(587)	(763)
Amounts due to related companies		(7,083)	(4,998)
Lease liabilities		(11)	—
Current tax payable		—	(894)
		(105,060)	(108,382)
Net current assets		68,591	50,840

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

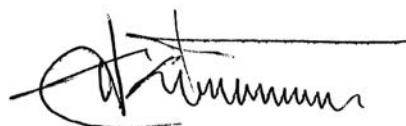
27 Company-level statement of financial position

27 本公司 – 財務狀況表 (續)

	Note 附註	2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元
Total assets less current liabilities	總資產減流動負債	504,901	503,340
Non-current liabilities	非流動負債		
Loan from an intermediate holding company	中介控股公司之貸款	(38,158)	(51,115)
Retirement benefit liabilities	退休福利負債	(2,378)	(10,741)
Lease liabilities	租賃負債	(35)	—
		(40,571)	(61,856)
NET ASSETS	資產淨值	464,330	441,484
CAPITAL AND RESERVES	股本及儲備		
Share capital	股本	252,524	252,524
Other reserves	其他儲備	211,806	188,960
TOTAL EQUITY	權益總額	464,330	441,484

Approved and authorised for issue by the board of directors on 1 March 2021.

經由董事會於二零二一年三月一日批准及授權刊發。


Ramon S. Ang
Director蔡啓文
董事

Ramon G. Torralba
Director杜華博
董事

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated)

(除另有指示外，均按港幣計算)

28 Immediate and ultimate controlling party

At 31 December 2020, the directors consider the immediate parent and ultimate controlling party of the Group to be Neptunia Corporation Limited and Top Frontier Investment Holdings, Inc. respectively. Neptunia Corporation Limited is incorporated in Hong Kong while Top Frontier Investment Holdings, Inc. is incorporated in the Republic of the Philippines. Top Frontier Investment Holdings, Inc. produces financial statements available for public use.

29 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 December 2020

Up to the date of issue of these financial statements, the HKICPA has issued a number of amendments, and a new standard, HKFRS 17, *Insurance contracts*, which are not yet effective for the year ended 31 December 2020 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

	Effective for accounting periods beginning on or after		於下列日期或 之後開始之 會計期間生效
Amendments to HKFRS 3, <i>Reference to the Conceptual Framework</i>	1 January 2022	香港財務報告準則 第三號 (修訂) 對概念框架之提述	二零二二年 一月一日
Amendments to HKAS 16, <i>Property, Plant and Equipment: Proceeds before Intended Use</i>	1 January 2022	香港會計準則第十六號 (修訂) 物業、機器及 設備：擬定用途前 所得之款項	二零二二年 一月一日
Amendments to HKAS 37, <i>Onerous Contracts — Cost of Fulfilling a Contract</i>	1 January 2022	香港會計準則第三十七號 (修訂) 虧損性合約 — 履行合約之成本	二零二二年 一月一日
Annual Improvements to HKFRSs 2018-2020 Cycle	1 January 2022	香港財務報告準則 二零一八年至二零二零年 週期之年度改進	二零二二年 一月一日

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements.

28 直接及最終控股公司

於二零二零年十二月三十一日，董事認為本集團的直接母公司及最終控股公司分別為立端利有限公司及Top Frontier Investment Holdings, Inc.。立端利有限公司於香港註冊成立而Top Frontier Investment Holdings, Inc.則於菲律賓共和國註冊成立。Top Frontier Investment Holdings, Inc.編製財務報表予公眾使用。

29 已頒布但未於截至二零二零年十二月三十一日止年度生效的準則修訂、新準則及詮釋可能造成的影響

截至本財務報表刊發日，香港會計師公會已頒布多項於截至二零二零年十二月三十一日止年度仍未生效的準則修訂、新準則及詮釋，而本財務報表並無採納該等修訂及新準則。其中，以下與本集團有關：

	Effective for accounting periods beginning on or after		於下列日期或 之後開始之 會計期間生效
Amendments to HKFRS 3, <i>Reference to the Conceptual Framework</i>	1 January 2022	香港財務報告準則 第三號 (修訂) 對概念框架之提述	二零二二年 一月一日
Amendments to HKAS 16, <i>Property, Plant and Equipment: Proceeds before Intended Use</i>	1 January 2022	香港會計準則第十六號 (修訂) 物業、機器及 設備：擬定用途前 所得之款項	二零二二年 一月一日
Amendments to HKAS 37, <i>Onerous Contracts — Cost of Fulfilling a Contract</i>	1 January 2022	香港會計準則第三十七號 (修訂) 虧損性合約 — 履行合約之成本	二零二二年 一月一日
Annual Improvements to HKFRSs 2018-2020 Cycle	1 January 2022	香港財務報告準則 二零一八年至二零二零年 週期之年度改進	二零二二年 一月一日

本集團正評估該等準則修訂於首次應用時之影響，到目前為止，本集團認為採納該等準則修訂對本集團的綜合財務報表構成重大影響的可能性不大。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告



**Independent auditor's report to the members of
San Miguel Brewery Hong Kong Limited**
(Incorporated in Hong Kong with limited liability)

OPINION

We have audited the consolidated financial statements of San Miguel Brewery Hong Kong Limited ("the Company") and its subsidiaries ("the Group") set out on pages 66 to 133, which comprise the consolidated statement of financial position as at 31 December 2020, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2020 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 Hong Kong Companies Ordinance.

BASIS FOR OPINION

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

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements for 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.

致香港生力啤酒廠有限公司成員

(於香港註冊成立的有限公司)

意見

本核數師(以下簡稱「我們」)已審計列載於第66至133頁的香港生力啤酒廠有限公司(以下簡稱「貴公司」)及其附屬公司(以下統稱「貴集團」)的綜合財務報表,此財務報表包括於二零二零年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合收益表、綜合全面收益表、綜合權益變動表和綜合現金流量表,以及綜合財務報表附註,包括主要會計政策概要。

我們認為,該等綜合財務報表已根據香港會計師公會頒布的《香港財務報告準則》真實而中肯地反映了貴集團於二零二零年十二月三十一日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量,並已遵照香港《公司條例》妥為擬備。

意見的基礎

我們已根據香港會計師公會頒布的《香港審計準則》進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒布的《專業會計師道德守則》(以下簡稱「守則」),我們獨立於貴集團,並已履行守則中的其他專業道德責任。我們相信,我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

關鍵審計事項

關鍵審計事項是根據我們的專業判斷,認為對本期綜合財務報表的審計最為重要的事項。這些事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對這些事項提供單獨的意見。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

Assessing potential impairment of property, plant and equipment — Hong Kong brewery operations 評估物業、機器及設備 — 香港釀酒業務的減值的可能性	
Refer to note 11 to the consolidated financial statements and the accounting policies on pages 77-78 請參閱綜合財務報表附註 11 及第 77 至 78 頁的會計政策	
The Key Audit Matter 關鍵審計事項	How the matter was addressed in our audit 關鍵審計事項在審核中處理方法
<p>In view of the loss (excluding government subsidies received during the year) incurred by the Group's Hong Kong brewery operations, management considered that indicators of impairment of the Group's property, plant and equipment used in Hong Kong brewery operations existed at 31 December 2020.</p> <p>鑑於貴集團香港釀酒業務錄得的虧損（不包含本年度收取的政府補貼），管理層認為於二零二零年十二月三十一日貴集團用於香港釀酒業務的物業、機器及設備存在減值跡象。</p> <p>Accordingly, management assessed whether there was any impairment of the Group's property, plant and equipment used in the Hong Kong brewery operations, at 31 December 2020, which was assessed by preparing a value in use calculation based on a discounted cash flow analysis.</p> <p>因此，管理層評估於二零二零年十二月三十一日貴集團用於香港釀酒業務的物業、機器及設備是否需要減值，並基於已貼現現金流分析編製使用價值計算方法進行評估。</p> <p>The discounted cash flow analysis used to assess the risk of potential impairment was based on a number of assumptions, which included revenue forecasts and estimations of future discounts, future variable costs and fixed costs as well as future inflation in Hong Kong and long-term growth rates. The determination of these assumptions requires management to exercise significant judgement and is subject to inherent uncertainty.</p> <p>用於評估潛在減值風險的已貼現現金流分析乃基於多項假設，包括收入預測及未來折扣估計、未來可變成本及固定成本以及香港未來通脹及長期增長率。這些假設的釐定需要管理層作出重大判斷且受限於固有的不確定因素。</p>	<p>Our audit procedures to assess potential impairment of property, plant and equipment used in Hong Kong brewery operations included the following:</p> <p>我們評估物業、機器及設備 — 香港釀酒業務減值可能性的審計程序包括以下方面：</p> <ul style="list-style-type: none"> engaging our internal valuation specialists to assist us in assessing the methodology applied by management in its discounted cash flow analysis with reference to the requirements of the prevailing accounting standards; 聘任我們的內部估值師協助我們在參考現行會計準則後對管理層在其已貼現現金流分析時應用的方法進行評估； critically challenging the key assumptions and forecasts adopted by management in its preparation of the discounted cash flow analysis by referring to industry and other available third party information, the recent financial performance of the Hong Kong brewery operations and management's budgets and plans for the operations in 2021 and beyond; 參考行業及其他可獲取的第三方資料、香港釀酒業務近期的財務表現及管理層為二零二一年及其後業務制定的預算及計劃後，審慎評估管理層於編製已貼現現金流分析時採納的關鍵假設及預測； engaging our internal valuation specialists to assist us in assessing the discount rate used by management in its discounted cash flow analysis by recalculating an appropriate discount rate with reference to available financial information of other listed brewing companies in Asia Pacific and considering region and industry specific risk premiums; 聘任我們的內部估值師，協助我們透過參考亞太區其他上市啤酒公司可獲取的財務資料並計及地區與行業特定風險溢價後重新計算的適當貼現率，以對管理層於其已貼現現金流分析中使用的貼現率進行評估；

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

Assessing potential impairment of property, plant and equipment — Hong Kong brewery operations 評估物業、機器及設備 — 香港釀酒業務的減值的可能性	
<i>Refer to note 11 to the consolidated financial statements and the accounting policies on pages 77-78</i> 請參閱綜合財務報表附註 11 及第 77 至 78 頁的會計政策	
The Key Audit Matter 關鍵審計事項	How the matter was addressed in our audit 關鍵審計事項在審核中處理方法
<p>We identified assessing potential impairment of property, plant and equipment used in Hong Kong brewery operations as a key audit matter because of the significant judgement and estimation required to be exercised by management in forecasting future revenue, variable costs and fixed costs and in determining an appropriate discount rate and also because of the magnitude of the assets under consideration and the possibility of management bias in the selection of the key assumptions.</p> <p>我們將評估物業、機器及設備 — 香港釀酒業務的可能減值確定為關鍵審計事項，此乃由於管理層預測未來收入、未來可變成本及未來固定成本以及釐定適當貼現率時須作出重大判斷及估計，亦由於待審議資產的規模及管理層選擇關鍵假設時或有偏頗。</p>	<ul style="list-style-type: none"> comparing the actual performance and results of the Hong Kong brewery operations for the current year with the key assumptions and forecasts adopted by management in the discounted cash flow analysis for the prior year to assess the accuracy of management's forecasting process and making enquiries of management as to the reasons for any significant variations identified and whether they have been considered in the current year's key assumptions and forecasts; and 將香港釀酒業務於本財政年度的實際表現及業績與管理層於過往年度的已貼現現金流量分析中採納的關鍵假設及預測進行比較，以評估管理層預測程序的準確度及就已識別的任何重大變動的原因及於本財政年度的關鍵假設及預測當中是否已考慮上述因素向管理層作出查詢；及 performing sensitivity analysis for the discount rate, the sales growth rate and operating costs in the discounted cash flow analysis and considering in greater detail the information used to derive the most sensitive assumptions and whether there were any indicators of management bias in their selection. 對已貼現現金流分析的貼現率、銷售增長率及經營成本進行敏感度分析，並考慮得出最敏感假設所使用的更詳盡資料，及管理層的選擇是否有任何偏頗的跡象。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

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

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRSs issued by the HKICPA and 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 assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

綜合財務報表及其核數師報告以外的信息

董事需對其他資料負責。其他資料包括刊載於年報內的全部資料，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他資料，我們亦不對該等其他資料發表任何形式的鑒證結論。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他資料，在此過程中，考慮其他資料是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。

基於我們已執行的工作，如果我們認為其他資料存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事就綜合財務報表須承擔的責任

董事須負責根據香港會計師公會頒布的《香港財務報告準則》及香港《公司條例》擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

審計委員會協助董事履行監督貴集團的財務報告過程的責任。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, in accordance with section 405 of the Hong Kong Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

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

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

核數師就審計綜合財務報表承擔的責任

我們的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。我們是按照香港《公司條例》第405條的規定，僅向整體成員報告。除此以外，我們的報告不可用作其他用途。我們概不就本報告的內容，對任何其他人士負責或承擔法律責任。

合理保證是高水平的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或滙總起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

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

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

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

核數師就審計綜合財務報表承擔的責任 (續)

- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映交易和事項。
- 就貴集團內實體或業務活動的財務信息獲取充足、適當的審計憑證，以便對綜合財務報表發表意見。我們負責貴集團審計的方向、監督和執行。我們為審計意見承擔全部責任。核數師就審計綜合財務報表承擔的責任。

除其他事項外，我們與審計委員會溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還向審計委員會提交聲明，說明我們已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及為消除對獨立性的威脅所採取的行動或防範措施（若適用）。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

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

The engagement partner on the audit resulting in this independent auditor's report is Cheng Mei Yan Hilary.



KPMG
Certified Public Accountants

8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

1 March 2021

核數師就審計綜合財務報表承擔的責任 (續)

從與審計委員會溝通的事項中，我們確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。我們在核數師報告中描述這些事項，除非法律法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在我們報告中溝通某事項造成的負面後果超過產生的公眾利益，我們決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人是鄭美恩。

畢馬威會計師事務所
執業會計師

香港中環
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太子大廈八樓

二零二一年三月一日

We reiterate our
commitment to
maximizing shareholder
value and strengthen
our brands.



GROUP PROPERTIES 集團物業

Details of the major property of the Group are as follows:

本集團之主要物業詳情如下：

Location 地點	Existing use 現時用途	Term of lease 租期
Major property held for investment 持作投資的主要物業		
San Miguel Industrial Building Nos. 9-11 Shing Wan Road, Tai Wai, Shatin, Hong Kong	Rental	Medium-term
香港沙田大圍成運路9-11號 生力工業大廈	租賃	中期



無論何時、何地、何種生活方式，我們將努力確保我們的啤酒品牌與消費者和客戶保持密切聯繫。

FIVE YEAR SUMMARY 五年賬目摘要

(Expressed in Hong Kong dollars)

(以港幣計算)

		2020 二零二零年 \$'000 千元	2019 二零一九年 \$'000 千元 (Note) (備註)	2018 二零一八年 \$'000 千元	2017 二零一七年 \$'000 千元	2016 二零一六年 \$'000 千元
Results	業績					
Revenue	收入	555,658	580,050	584,609	565,785	541,427
Profit/(loss) before taxation	除稅前盈利／(虧損)	12,547	3,310	(70,860)	14,400	5,927
Income tax credit/(charge)	所得稅計入／(支出)	1,304	4,990	(3,228)	819	778
Profit/(loss) for the year	年度盈利／(虧損)	13,851	8,300	(74,088)	15,219	6,705
Attributable to:	應佔如下：					
— Equity shareholders of the Company	— 本公司權益持有人	17,228	11,583	(73,556)	12,480	8,654
— Non-controlling interests	— 非控股權益	(3,377)	(3,283)	(532)	2,739	(1,949)
Profit/(loss) for the year	年度盈利／(虧損)	13,851	8,300	(74,088)	15,219	6,705
Earnings/(loss) per share	每股盈利／(虧損)					
— Basic (cents)	— 基本 (仙)	5	3	(20)	3	2
Assets and liabilities	資產與負債					
Property, plant and equipment and investment properties	物業、機器及設備、投資物業	465,291	474,377	487,708	576,388	584,806
Intangible assets	無形資產	4,771	4,771	4,771	4,781	5,139
Net current assets	流動資產淨值	113,520	98,622	94,495	128,905	154,362
Total assets less current liabilities	總資產減流動負債	583,582	577,770	586,974	710,074	744,307
Loan from an intermediate holding company	中介控股公司之貸款	(38,158)	(51,115)	(64,243)	(115,412)	(165,410)
Retirement benefit liabilities	退休福利負債	(2,378)	(10,741)	(17,697)	(5,799)	(17,844)
Lease liabilities	租賃負債	(35)	—	—	—	—
Deferred tax liabilities	遞延稅項負債	—	—	(4,366)	(4,052)	(2,969)
Net assets	資產淨值	543,011	515,914	500,668	584,811	558,084
Capital and reserves	股本及儲備					
Share capital	股本	252,524	252,524	252,524	252,524	252,524
Other reserves	其他儲備	324,005	291,560	273,634	358,567	332,687
Total equity attributable to equity shareholders of the Company	本公司權益持有人應佔權益	576,529	544,084	526,158	611,091	585,211
Non-controlling interests	非控股權益	(33,518)	(28,170)	(25,490)	(26,280)	(27,127)
Total equity	權益總額	543,011	515,914	500,668	584,811	558,084

Note to the five year summary:

As a result of the adoption of HKFRS 16, Leases, with effect from 1 January 2019, the Group has changed its accounting policies in respect of the lessee accounting model. In accordance with the transitional provisions of the standard, the changes in accounting policies were adopted by way of opening balance adjustments to recognise right-of-use assets and lease liabilities as at 1 January 2019. After initial recognition of these assets and liabilities, the Group as a lessee is required to recognise interest expense accrued on the outstanding balance of the lease liability, and the depreciation of the right-of-use asset, instead of the previous policy of recognising rental expenses incurred under operating leases on a straightline basis over the lease term. Figures in years earlier than 2019 are stated in accordance with the policies applicable in those years.

五年賬目摘要備註：

因採納香港財務報告準則第16號「租賃」(自二零一九年一月一日起生效)，本集團已變更其有關承租人會計模式之會計政策。根據準則之過渡性條文，會計政策變動獲採納之方式為透過期初結餘調整以確認於二零一九年一月一日之使用權資產及租賃負債。於初步確認該等資產及負債後，本集團(作為承租人)須確認租賃負債未償還結餘產生之利息開支以及使用權資產折舊，而非過往以直線基準確認租期內經營租賃產生之租賃開支政策。早於二零一九年之數字根據該等年度之適用政策呈列。



**SAN MIGUEL BREWERY
HONG KONG LTD.**

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