



H AidILAO INTERNATIONAL HOLDING LTD.

海底捞国际控股有限公司

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立的有限公司)

Stock Code 股份代號 : 6862



2021 Interim Report
中期報告

CONTENTS

目錄

Definitions	釋義	2
Corporate Information	公司資料	6
Key Financial Highlights	主要財務摘要	9
2021 Interim Performance Review	2021年中期業績回顧	10
Management Discussion and Analysis	管理層討論與分析	14
Corporate Governance and Other Information	企業管治和其他資料	25
Report on Review of Condensed Consolidated Financial Statements	簡明綜合財務報表的審閱報告	37
Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income	簡明綜合損益及其他全面收益表	39
Condensed Consolidated Statement of Financial Position	簡明綜合財務狀況表	41
Condensed Consolidated Statement of Changes in Equity	簡明綜合權益變動表	43
Condensed Consolidated Statement of Cash Flows	簡明綜合現金流量表	44
Notes to the Condensed Consolidated Financial Statements	簡明綜合財務報表附註	47



Definitions

釋義

“Apple Trust”	a discretionary trust set up by Mr. Zhang Yong with UBS Trustees (B.V.I.) Limited acting as trustee	「Apple Trust」	指 由張勇先生與UBS Trustees (B.V.I.) Limited (作為受託人) 設立的全權信託
“Articles of Association”	the articles of association of the Company, as amended from time to time	「組織章程細則」	指 本公司的組織章程細則(經不時修訂)
“associate(s)”	has the meaning ascribed thereto under the Listing Rules	「聯繫人」	指 具有上市規則所賦予的涵義
“Audit Committee”	the audit committee of the Board	「審計委員會」	指 董事會轄下的審計委員會
“Board”	the board of Directors of the Company	「董事會」	指 本公司董事會
“BVI”	the British Virgin Islands	「英屬處女群島」	指 英屬處女群島
“Cheerful Trust”	a discretionary trust set up by Mr. Shi Yonghong and Ms. Li Haiyan with UBS Trustees (B.V.I.) Limited acting as trustee	「Cheerful Trust」	指 由施永宏先生及李海燕女士與UBS Trustees (B.V.I.) Limited (作為受託人) 成立的全權信託
“China”, “Mainland China” or “PRC”	the People’s Republic of China and, except where the context requires, references in this interim report to the PRC or Mainland China excluding Hong Kong, China; Macau, China; and Taiwan, China	「中國」或 「中國大陸」	指 中華人民共和國，除非文義另有所指外，否則本中期報告對中國或中國大陸的提述不包括中國香港、中國澳門及中國台灣
“Companies Law” or “Cayman Companies Law”	the Companies Law, Cap. 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands	「公司法」或 「開曼公司法」	指 開曼群島第22章公司法(1961年第3號法例、經綜合及修訂)
“Companies Ordinance”	the Companies Ordinance, Chapter 622 of the Laws of Hong Kong, as amended, supplemented or otherwise modified from time to time	「公司條例」	指 香港法例第622章公司條例(經不時修訂、補充或以其他方式修改)

“Company” or “Haidilao”	Haidilao International Holding Ltd., a company incorporated under the laws of the Cayman Islands with limited liability on July 14, 2015 and, except where the context otherwise requires, all of its subsidiaries	「本公司」或「海底撈」	指 海底撈国际控股有限公司，一家於2015年7月14日在開曼群島註冊成立的有限責任公司及（除非文義另有所指）其所有附屬公司
“connected person”	has the meaning ascribed to it under the Listing Rules	「關連人士」	指 具有上市規則賦予該詞的涵義
“Corporate Governance Code”	Corporate Governance Code as set out in Appendix 14 to the Listing Rules	「企業管治守則」	指 上市規則附錄十四所載《企業管治守則》
“Director(s)”	director(s) of the Company	「董事」	指 本公司董事
“Interim Financial Statements”	the condensed consolidated financial statements of the Group for the six months ended June 30, 2021 as unaudited by Deloitte Touche Tohmatsu	「中期財務報表」	指 本集團截至2021年6月30日止六個月的簡明綜合財務報表（未經德勤•關黃陳方會計師行審核）
“Global Offering”	the Hong Kong Public Offering and the International Offering	「全球發售」	指 香港公開發售及國際發售
“Group”	the Company and its subsidiaries	「本集團」	指 本公司及其附屬公司
“HK\$” or “HK dollars”	Hong Kong dollars, the lawful currency of Hong Kong	「港元」	指 香港法定貨幣港元
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC	「香港」	指 中國香港特別行政區
“IFRS 16”	International Financial Reporting Standards 16 Leases	「國際財務報告準則第16號」	指 國際財務報告準則第16號租賃
“Listing Rules”	the Rules Governing the Listing of Securities on the Stock Exchange	「上市規則」	指 聯交所證券上市規則

Definitions

釋義

“Main Board”	the stock exchange (excluding the option market) operated by the Stock Exchange which is independent from and operated in parallel with the Growth Enterprise Market of the Stock Exchange. For the avoidance of doubt, the Main Board excludes the Growth Enterprise Market of the Stock Exchange	「主板」	指 由聯交所營運的證券交易所（不包括期權市場），獨立於聯交所創業板，但與其並行運作。為避免疑義，主板不包括聯交所創業板
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix 10 to the Listing Rules	「標準守則」	指 上市規則附錄十所載《上市發行人董事進行證券交易的標準守則》
“Prospectus”	the prospectus issued by the Company on September 12, 2018	「招股章程」	指 本公司於2018年9月12日刊發的招股章程
“Renminbi” or “RMB”	Renminbi yuan, the lawful currency of the PRC	「人民幣」	指 中國法定貨幣人民幣元
“Reporting Period”	the six months ended June 30, 2021	「報告期」	指 截至2021年6月30日止六個月
“Rose Trust”	a discretionary trust set up by Ms. Shu Ping with UBS Trustees (B.V.I.) Limited acting as trustee	「Rose Trust」	指 由舒萍女士與UBS Trustees (B.V.I.) Limited (作為受託人) 成立的全權信託
“SFO”	the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong, as amended, supplemented or otherwise modified from time to time	「證券及期貨條例」	指 香港法例第571章《證券及期貨條例》(經不時修訂、補充或以其他方式修改)
“Shanghai Xinpai”	Xinpai (Shanghai) Catering Management Co., Ltd. (新派(上海)餐飲管理有限公司), a limited liability company incorporated in the PRC on May 12, 2013 and a wholly-owned subsidiary of our Company	「上海新派」	指 新派(上海)餐飲管理有限公司，一家於2013年5月12日在中國註冊成立的有限責任公司，為本公司全資附屬公司
“Share(s)”	ordinary share(s) in the share capital of the Company with nominal value of US\$0.000005 each	「股份」	指 本公司股本中每股面值0.000005美元的普通股
“Shareholder(s)”	shareholder(s) of the Company	「股東」	指 本公司股東

“Stock Exchange”	The Stock Exchange of Hong Kong Limited	「聯交所」	指 香港聯合交易所有限公司
“subsidiary” or “subsidiaries”	has the meaning ascribed thereto under the Listing Rules	「附屬公司」	指 具有上市規則所賦予的涵義
“US\$” or “USD”	United States dollars, the lawful currency of the United States	「美元」	指 美元，美國法定貨幣
“Yihai”	Yihai International Holding Ltd. (頤海國際控股有限公司), an exempted company with limited liability incorporated in the Cayman Islands on October 18, 2013 and is listed on the Main Board of the Stock Exchange (stock code: 1579), which is our connected person	「頤海」	指 頤海國際控股有限公司，一家於2013年10月18日在開曼群島註冊成立的獲豁免有限責任公司，於聯交所主板上市（股份代號：1579），為本公司關連人士
“Youdingyou”	Beijing Youdingyou Catering Co., Ltd. (北京優鼎優餐飲管理有限公司), a wholly-owned subsidiary our Group acquired in 2019	「優鼎優」	指 北京優鼎優餐飲管理有限公司，本集團於2019年收購的全資附屬公司
“%”	percentage	「%」	指 百分比

Corporate Information

公司資料

DIRECTORS

Executive Directors

Mr. Zhang Yong (*Chairman*)
Mr. Zhou Zhaocheng
Ms. Gao Jie
Ms. Yang Lijuan (*appointed on August 24, 2021*)
Mr. Li Peng (*appointed on August 24, 2021*)
Ms. Yang Hua (*appointed on August 24, 2021*)
Ms. Liu Linyi (*appointed on August 24, 2021*)
Mr. Li Yu (*appointed on August 24, 2021*)
Ms. Song Qing (*appointed on August 24, 2021*)
Mr. Yang Li (*appointed on August 24, 2021*)
Mr. Shi Yonghong (*resigned on August 24, 2021*)

Non-Executive Directors

Ms. Shu Ping (*resigned on August 24, 2021*)

Independent Non-Executive Directors

Dr. Chua Sin Bin
Mr. Hee Theng Fong
Mr. Qi Daqing
Dr. Ma Weihua (*appointed on August 24, 2021*)
Mr. Wu Xiaoguang (*appointed on August 24, 2021*)

AUDIT COMMITTEE

Mr. Qi Daqing (*Chairman*)
Mr. Hee Theng Fong
Dr. Chua Sin Bin (*appointed on August 24, 2021*)
Ms. Shu Ping (*resigned on August 24, 2021*)

REMUNERATION COMMITTEE

Mr. Hee Theng Fong (*Chairman*)
Mr. Zhang Yong
Dr. Chua Sin Bin

NOMINATION COMMITTEE

Mr. Zhang Yong (*Chairman*)
Mr. Hee Theng Fong
Mr. Qi Daqing

董事

執行董事

張勇先生 (主席)
周兆呈先生
高潔女士
楊利娟女士 (於2021年8月24日委任)
李朋先生 (於2021年8月24日委任)
楊華女士 (於2021年8月24日委任)
劉林毅女士 (於2021年8月24日委任)
李瑜先生 (於2021年8月24日委任)
宋青女士 (於2021年8月24日委任)
楊立先生 (於2021年8月24日委任)
施永宏先生 (於2021年8月24日辭任)

非執行董事

舒萍女士 (於2021年8月24日辭任)

獨立非執行董事

蔡新民醫生
許廷芳先生
齊大慶先生
馬蔚華博士 (於2021年8月24日委任)
吳宵光先生 (於2021年8月24日委任)

審計委員會

齊大慶先生 (主席)
許廷芳先生
蔡新民醫生 (於2021年8月24日委任)
舒萍女士 (於2021年8月24日辭任)

薪酬委員會

許廷芳先生 (主席)
張勇先生
蔡新民醫生

提名委員會

張勇先生 (主席)
許廷芳先生
齊大慶先生

CORPORATE GOVERNANCE COMMITTEE

Dr. Ma Weihua (*Chairman*)
Dr. Chua Sin Bin
Mr. Wu Xiaoguang

企業管治委員會

馬蔚華博士 (*主席*)
蔡新民醫生
吳宵光先生

COMPANY SECRETARIES

Mr. Zhou Zhaocheng
Ms. So Shuk Yi Betty (ACG, ACS)

公司秘書

周兆呈先生
蘇淑儀女士 (ACG, ACS)

AUTHORIZED REPRESENTATIVES

Mr. Zhou Zhaocheng
Ms. So Shuk Yi Betty

授權代表

周兆呈先生
蘇淑儀女士

AUDITOR

Deloitte Touche Tohmatsu

核數師

德勤 • 關黃陳方會計師行

LEGAL ADVISER

Kirkland & Ellis

法律顧問

凱易律師事務所

REGISTERED OFFICE

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Cayman Islands

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Cayman Islands

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中國北京
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PRINCIPAL PLACE OF BUSINESS IN HONG KONG

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Wanchai
Hong Kong

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香港
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皇后大道東248號
大新金融中心40樓



Corporate Information

公司資料

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STOCK CODE

Stock Exchange: 06862

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股份代號

聯交所： 06862

Key Financial Highlights

主要財務摘要

CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR
LOSS AND OTHER COMPREHENSIVE INCOME

(RMB' 000)

簡明綜合損益及其他全面收益表

(人民幣千元)

For the six months ended June 30,
截至6月30日止六個月

		2021 2021年	2020 2020年
Revenue	收入	20,094,369	9,760,605
Profit (loss) before taxation	稅前利潤(虧損)	294,921	(924,418)
Profit (loss) for the period	期內利潤(虧損)	96,508	(964,507)
Profit (loss) attributable to:	以下人士應佔 利潤(虧損):		
– Owners of the Company	– 本公司擁有人	94,529	(964,602)

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL
POSITION

(RMB' 000)

簡明綜合財務狀況表

(人民幣千元)

		As of 截至	
		June 30, 2021 2021年 6月30日	December 31, 2020 2020年 12月31日
Non-current assets	非流動資產	22,908,391	20,933,888
Current assets	流動資產	8,490,686	6,593,256
Total assets	資產總額	31,399,077	27,527,144
Equity attributable to owners of the Company	本公司擁有人應佔權益	10,240,721	10,233,951
Total equity	權益總額	10,254,796	10,237,258
Non-current liabilities	非流動負債	11,727,410	7,421,943
Current liabilities	流動負債	9,416,871	9,867,943
Total liabilities	負債總額	21,144,281	17,289,886
Total equity and liabilities	權益及負債總額	31,399,077	27,527,144

2021 Interim Performance Review

2021年中期業績回顧

In the first half of 2021, our revenue was RMB20,094.4 million, increasing by 105.9% as compared to the corresponding period in 2020. The overall increase in revenue was mainly driven by the eased anti-pandemic prevention and control measures, the increase in operation days, the pickup of customer flow and the increase in the number of restaurants during the Reporting Period. Profit for the first half of 2021 amounted to RMB96.5 million, increasing by 110.0% as compared to the corresponding period in 2020. Despite that the Company's revenue and profit has experienced significant increase as compared to the corresponding period in 2020, the table turnover rate was 3.0 times per day, as compared to a table turnover rate of 3.3 times per day for the corresponding period in 2020. The operating performance was not up to the management's expectation, reflecting that the internal management and operation need to be corrected and improved on a best-effort basis. In the first half of 2021, the Group's enterprise income taxes paid was RMB468.1 million, increasing by 22.3% as compared to the corresponding period in 2020, and the enterprise income taxes paid in mainland China was RMB455.7 million.


The factors impacted our performance in the first half of 2021 mainly include that: (i) we opened many new restaurants in the second half of 2020 and in the first half of 2021. As of June 30, 2021, the number of global restaurants amounted to 1,597 with a significant increase in relevant expenses; (ii) the period of time for the newly-opened restaurants to their first breakeven and returns on cash investments was longer than prior periods; (iii) the operations of restaurants were still suffering from the continuing impact of COVID-19 pandemic. As of June 30, 2021, we have 1,491 restaurants in mainland China, and 106 restaurants located in Hong Kong, Macao and Taiwan regions, and overseas countries. In terms of pandemic prevention and control, remarkable achievement has been made in mainland China with localized rebound witnessed; nevertheless, there are still greater uncertainties in oversea countries. As a result, our oversea restaurants are still suffering from great impact.

We have made consistent efforts to find out the root causes for the less-than-expected operating performance of our restaurants and exerted every effort to improve the situation. We formulated more specific key points to restaurant management and more comprehensive appraisal standards in the first half of 2021 based on "guest satisfaction" and "employees' efforts". In term of guest satisfaction, we strive to continuously create warm and comfortable dining experience while providing customers with delicious products and well-measured services. In terms of employees' efforts, we continuously transmit the corporate culture and the value of "changing your future with your own hands" to encourage the employees to work with positive attitude. Thus, all staff throughout the Company, including the management and the employees, will make concerted efforts to improve the Company's overall operating performance.

2021年上半年，我們的營業收入為人民幣20,094.4百萬元，比2020年同期增長105.9%。疫情防控措施放寬，報告期內營業天數增加，客流量回升，以及門店數量增加是整體收入增長的主要驅動力。2021年上半年利潤為人民幣96.5百萬元，比2020年同期上升110.0%。雖然公司的收入及利潤對比2020年同期有較大幅度提升，但整體翻檯率為3.0次／天，對比2020年同期3.3次／天，經營結果未達到管理層的預期，反映了公司內部管理、運營需要努力調整及改善。2021年上半年，本集團交納企業所得稅額為人民幣468.1百萬元，同比2020年同期上升22.3%，其中中國大陸交納企業所得稅額為人民幣455.7百萬元。

2021年上半年影響業績的原因主要有：(i) 我們於2020年下半年及2021年上半年新開門店數量較多，截至2021年6月30日，全球門店數達到1,597家，相關支出顯著增加；(ii) 新開業門店達到首次盈虧平衡並實現現金投資回報的時間長於往期；(iii) 門店營運仍受到新型冠狀病毒疫情的持續影響。截至2021年6月30日，我們有1,491家門店位於中國大陸，106家門店位於港澳台地區及海外。中國大陸地區疫情防控情況較好，但仍有局部地區出現疫情反覆的情況。而海外疫情仍存在較大不確定性，海外門店因此受到較大衝擊。

對於門店運營未達管理層預期的情況，我們不斷尋找問題的根源，並嘗試各種改進辦法。從「顧客滿意度」和「員工努力度」出發，我們在2021年上半年制定了更明確的門店管理重點和更全面的考核標準。在顧客滿意度方面，我們力求持續營造溫馨舒適的就餐氛圍，為顧客提供好吃美味的產品和恰如其分的服務；在員工努力度方面，我們持續傳遞企業文化，通過「雙手改變命運」的價值觀，讓員工擁有積極向上的良好心態，從管理層到員工，全公司上下一心共同改善公司的整體運營情況。



In the first half of 2021, we persistently sought for organizational structure that can meet our management demand at present and made continuous adjustments and improvements. In June 2021, the pattern of regional coordinating coach (區域統籌教練模式) was bettered to large-small region management pattern (大、小區管理模式). Currently, Haidilao restaurants in mainland China are divided into five large regions by geographical location, with several coordinating coaches and senior family heads serving as the manager of each of the large region, who is responsible for the overall arrangement of store expansion, engineering, products selection, pricing and other work in each region. Each of the large regions is divided into various small regions. The manager of each small region is selected from experienced family head and directly carries out onsite inspection, assesses and provides guidance for restaurants within their respective regions. Through the reform in organizational structure, we are able to identify the problems of each restaurant more accurately while monitoring and providing guidance on an ongoing basis.

We believe that diversified products will enrich customers' dining experience. In this regard, power for launching new products are authorized to each region on the basis that food safety is guaranteed. Haidilao restaurants in each region will adjust dish offerings based on local consumers' preferences, in order to make sure that the customers will gain more considerate and localized dining experience. In the first half of 2021, the Company launched seasonal dishes such as chicken lobster in light of seasonal variation, and updated the snack-fruit offerings at the self-service dipping sauces table. In addition, we start to offer multiplayer packages that enable the customers to enjoy with more convenience.

In recent years, we have proactively promoted the establishment of member system to better contribute to the customers and respond to the changing demands from the customers. Since the launch of Haidilao APP, it has been upgraded to the 10th version with various functions optimized. For example, home page of the APP, community functions and points shopping mall (撈幣商城) were restructured and optimized, the payment function through APP wallet was put into use, and seven holiday-campaigns were developed and launched, with the peaked daily active users exceeding 310,000. As of June 30, 2021, we have 85 million members. In the first half of 2021, the consumption amount of members accounted for more than 80% of total revenue, which is a good evidence that Haidilao is receiving overwhelming popularity and firm support from the customers.

2021年上半年，我們不斷探索適合公司當下管理需求的組織架構，並持續加以打磨和優化。今年6月，我們將區域統籌教練模式改進為大、小區管理模式。目前中國大陸的海底撈門店按所處位置劃分為五個大區，各大區經理由原部分區域統籌教練和資深家族長擔任。大區經理統籌各區域內的門店拓展、工程、選品、定價等工作。每個大區內分設多個小區，小區經理從資深家族長中選拔，他們直接對各自區域內門店進行現場巡視、考核和輔導。通過組織架構變革，我們能夠更精準地識別每家門店所存在的問題，同時能夠執行持續性的監督和輔導。

我們相信多樣化的產品能夠豐富顧客的就餐體驗。在確保食品安全的基礎上，我們將推出新品的權力交給各區域。每個地區的海底撈門店都會根據當地消費者的喜好而調整菜品組合，以保證顧客能獲得更貼心、更具本地化的就餐體驗。2021年上半年，公司應季節變化推出了小龍蝦等時令菜品，並持續更新自助小料台上小食、水果組合。另外，我們還開始提供多人套餐組合，讓顧客可以更方便地享用。

我們近年積極推進會員體系建設，以更好地回饋顧客及回應不斷變化的顧客需求。海底撈APP上線以來，已經更新迭代了10個版本並優化多個功能，例如重構優化了APP首頁和社區功能、撈幣商城，上線了APP錢包支付功能，完成了7個節日活動的開發上線，用戶日活峰值超過31萬次。截止到2021年6月30日，我們擁有85百萬會員。2021年上半年會員消費金額佔總營業額的八成以上，足以證明海底撈深受廣大消費者的喜愛與支持。



2021 Interim Performance Review

2021年中期業績回顧

Meanwhile, we also attach great importance to the personal privacy of our customers. We have formulated the “Haidilao Privacy Policy” and adopted reasonable and feasible security protection measures in line with industry standards to protect the personal information of members, and prevent their personal information from being accessed, publicly disclosed, used, modified, damaged or lost without authorization. Meanwhile, we have been attaching great importance to the feelings and development prospects of our employees. It is hoped that employees will be able to realize their dream of “changing your future with your own hands” by working at Haidilao. We have established many employees communication platforms, including a full-time caring department, to communicate with employees so as to listen to their concerns about their lives and work. At store level, we regularly organize various forms of team-building and recreational activities and intensify the establishment and implementation of fair and impartial reward and punishment mechanism, such as the mentoring program, in order to increase every employee’s sense of belonging and identity. We also commenced to grant award shares to key employees for the first time pursuant to the Share Award Scheme (as defined below) in the first half of 2021 to encourage our employees to innovate proactively and work hard.

Our employees are encouraged to care more for their family while working hard. The Company sets up a parent-child companionship project in order to help the employees who work away from home to solve their problems of parent-child separation. By now, the parent-child companionship project has enabled nearly two thousand children from over one thousand Haidilao employees’ families to reunite on an accumulative basis. In the first half of 2021, the subsidies distributed to employees under the parent-child companionship project amounted to RMB11.6 million accumulatively. In addition, the restaurant is advised to adopt flexible measures to enable the employees to leave early and go back home at non-rush hour. Meanwhile, we are trying to take advantage of the online space by developing online micro-classes and Hi parent-child mini program, in order to let the Haidilao parent and children grow up together.

同時，我們也非常注重顧客的個人隱私。我們制定了《海底撈隱私政策》，並採取符合業界標準、合理可行的安全防護措施保護會員的個人信息安全，防止會員個人信息遭到未經授權的訪問、公開披露、使用、修改、損壞或丟失。我們一直以來也非常注重員工的感受和發展路徑。我們希望員工均有機會在海底撈實現「雙手改變命運」。我們設有多個員工溝通平台，包括專職的親情化部門，用心傾聽員工生活和工作中的問題。在門店層面，我們定期舉行多種形式的團建娛樂活動，並強調設立和執行公平公正的獎懲機制，而師徒制的「傳幫帶」使每一位員工更有歸屬感和認同感。我們亦於2021年上半年根據股份獎勵計劃（定義見下文）首次啟動向骨幹員工授出獎勵股份，以鼓勵員工積極創新、努力奮鬥。

我們鼓勵員工在認真工作的同時多關注家庭，公司實施了親子陪伴項目以持續幫助在異地工作的員工解決父母和子女分隔兩地的情況。截至目前，親子陪伴項目已累計幫助上千個海底撈員工家庭、近兩千名兒童實現團聚。2021年上半年，親子陪伴項目向員工發放的補貼累計達人民幣1,160萬元。此外，我們倡導門店靈活用工，讓員工在非繁忙時間提前下班以回歸家庭。我們也在嘗試利用線上空間，開發線上微課堂、Hi親子小程序，讓海底撈家長和孩子共同成長。



In the aspect of intelligent upgrading, we have successively built and reconstructed more than 100 new-technology restaurants, further promoting various equipment and techniques nationwide such as dish supplying robotic arms, soup bases preparation machines and direct allocation of finished dishes from central kitchens. Intelligent soup bases preparation machines have been applied in more than 70 restaurants, stepping further towards the goal of “Thousand People Thousand Flavors”. Robot waiters have been deployed in more than 1,000 restaurants to enrich dining experience of our customers. Intelligent under-floor exhaust equipment has been deployed in more than 600 restaurants, enabling the restaurant to achieve energy conservation and emission reduction.

Furthermore, we persistently reinforce the establishment of information system. At present, the Company has established a Haidilao big data platform, and for customer-based business, we completed the cloud-enabled and global SDWAN network layout. We will continue to intensify the investment in information safety this year. Riding the industry-leading host security detection and response platform (HIDS) and by multi-anchor-point attack monitoring, real-time intrusion warning, visualized analysis, mini-honeypot and other technologies, we have reduced the risk of suffering from attack and minimized the security management blind zone, thus improving the efficiency of the detection, identification, analysis of and response to security risk of enterprise.

在提升智能化方面，我們先後新建和改造超過一百家新技術餐廳，自動上菜機械臂、配鍋機、中央廚房直配成品菜等設備和技術在全國範圍得到進一步推廣。智能化配鍋機已在超過七十家門店應用，向「千人千味」的目標又進一步。傳菜機器人在超過一千家門店部署，豐富了顧客的就餐體驗。智能化排風設備已在全國超過六百家海底撈門店部署，幫助門店節能減排。

此外，我們持續加強信息系統建設，現已設立了海底撈大數據平台，面向消費者的業務，公司已經實現雲化與全球SDWAN網絡佈局。我們今年將持續加強對信息安全的投入，採用了行業領先的主機安全檢測和響應平台(HIDS)，通過多錨點攻擊監控、實時入侵警告、可視化分析、微蜜罐等技術，提高攻擊門檻和縮小安全管理盲區，提升了企業安全風險的檢測、識別、分析、響應的效率。

Management Discussion and Analysis

管理層討論與分析

Revenue

The revenue of our Group increased by 105.9% from RMB9,760.6 million for the six months ended June 30, 2020 to RMB20,094.4 million for the corresponding period in 2021.

Revenue by Segment

We generate substantially all of our revenue from (i) our restaurant operation, (ii) our delivery business, and (iii) sales of condiment products and food ingredients. The following table sets forth the components of our revenue for the period indicated:

收入

本集團收入從截至2020年6月30日止六個月的人民幣9,760.6百萬元上升到2021年同期的人民幣20,094.4百萬元，增長了105.9%。

根據分部劃分的收入

我們的絕大部分收入來自(i)餐廳經營、(ii)外賣業務和(iii)調味品及食材銷售。下表載列收入於所示期間的組成部分：

For the six months ended June 30, 截至6月30日止六個月

		2021 2021年 (RMB'000 except percentages) (人民幣千元， 百分比除外)		2020 2020年 (RMB'000 except percentages) (人民幣千元， 百分比除外)	
Haidilao restaurant operation	海底撈餐廳經營	19,418,626	96.6%	9,150,653	93.7%
Other restaurant operation	其他餐廳經營	91,538	0.5%	11,999	0.1%
Delivery business	外賣業務	345,655	1.7%	409,645	4.2%
Sales of condiment products and food ingredients	調味品及食材銷售	210,275	1.1%	182,150	1.9%
Others	其他	28,275	0.1%	6,158	0.1%
Total revenue	總收入	20,094,369	100%	9,760,605	100%

Revenue from Haidilao restaurant operation, the major part of our revenue which accounted for 96.6% of our total revenue for the six months ended June 30, 2021, increasing by 112.2% from RMB9,150.7 million for the six months ended June 30, 2020 to RMB19,418.6 million for the corresponding period in 2021, mainly due to an increase in the number of new restaurants and increase in operation days resulting from the improving pandemic situation. Our Haidilao restaurants' average table turnover rate for the six months ended June 30, 2021, was 3.0 times per day. Our Haidilao restaurants' average spending per guest decreased from RMB112.8 for the six months ended June 30, 2020 to RMB107.3 for the corresponding period in 2021.

海底撈餐廳的經營收入是我們的主要收入來源，於截至2021年6月30日止六個月貢獻本公司總收入的比例為96.6%，金額從截至2020年6月30日止六個月的人民幣9,150.7百萬元上升到2021年同期的人民幣19,418.6百萬元，增長了112.2%，主要由於新門店數量增加，並且因為疫情好轉，營業天數增加。我們海底撈餐廳截至2021年6月30日止六個月的平均翻檯率為3.0次／天。我們海底撈餐廳的顧客人均消費從截至2020年6月30日止六個月的人民幣112.8元減少到2021年同期的人民幣107.3元。

Revenue from our delivery business decreased by 15.6% from RMB409.6 million for the six months ended June 30, 2020 to RMB345.7 million for the corresponding period in 2021, mainly due to an decrease in number of delivery orders resulting from the improving pandemic situation.

The following table sets forth certain key performance indicators of our Haidilao restaurants for the period indicated.

外賣業務收入從截至2020年6月30日止六個月的人民幣409.6百萬元下降到2021年同期的人民幣345.7百萬元，減少了15.6%，主要由於疫情好轉外賣訂單數量減少。

下表載列於所示期間我們海底撈餐廳的若干關鍵表現指標。

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年	2020 2020年
Average spending per guest⁽¹⁾ (RMB)	顧客人均消費⁽¹⁾ (人民幣元)		
Tier 1 cities ⁽²⁾	一線城市 ⁽²⁾	114.9	118.1
Tier 2 cities ⁽³⁾	二線城市 ⁽³⁾	104.6	107.4
Tier 3 cities and below ⁽⁴⁾	三線及以下城市 ⁽⁴⁾	99.0	101.8
<i>Mainland China restaurants</i>	<i>中國大陸餐廳</i>	104.3	108.0
Outside Mainland China	中國大陸以外	189.5	191.3
Overall	整體	107.3	112.8
Table turnover rate⁽⁵⁾ (times/day)	翻檯率⁽⁵⁾ (次/天)		
Tier 1 cities ⁽²⁾	一線城市 ⁽²⁾	3.0	3.0
Tier 2 cities ⁽³⁾	二線城市 ⁽³⁾	3.1	3.5
Tier 3 cities and below ⁽⁴⁾	三線及以下城市 ⁽⁴⁾	2.9	3.6
<i>Mainland China restaurants</i>	<i>中國大陸餐廳</i>	3.0	3.4
Outside Mainland China	中國大陸以外	2.2	2.6
Overall	整體	3.0	3.3
New and existing restaurants⁽⁶⁾	新餐廳及現有餐廳⁽⁶⁾		
Newly-opened restaurants	新開餐廳	2.3	2.4
Existing restaurants	現有餐廳	3.1	3.4
Overall	整體	3.0	3.3

Notes:

- (1) Calculated by dividing gross revenue generated from restaurant operation for the period by total guests served for the period.
- (2) Beijing, Shanghai, Guangzhou and Shenzhen.
- (3) All municipalities and provincial capitals excluding tier 1 cities, plus Qingdao, Xiamen, Ningbo, Dalian, Zhuhai, Suzhou and Wuxi.
- (4) All the cities and regions excluding tier 1 cities and tier 2 cities.
- (5) Calculated by dividing the total tables served for the period by the product of total operation days for the period and average table count during the period. The average table count included the table count in the areas that were not opened due to the pandemic prevention and control during the Reporting Period.
- (6) We define our existing restaurants as those that had commenced operations prior to the beginning of the respective period, and remained open at the end of the same period.

附註：

- (1) 按期內餐廳經營所得總收入除以期內服務顧客總數計算。
- (2) 北京、上海、廣州和深圳。
- (3) 除一線城市外，所有直轄市和省會城市，外加青島、廈門、寧波、大連、珠海、蘇州和無錫。
- (4) 所有除去一、二線外的城市及地區。
- (5) 按期內服務總桌數除以期內營業總天數及平均餐桌數計算。平均餐桌數包括報告期內因疫情防控需要而未開放區域的餐桌數。
- (6) 我們對現有餐廳的定義為，於各期間開始之前已開始運營且於同一期間結束時仍在營業中的餐廳。

Management Discussion and Analysis

管理層討論與分析

The following table sets forth details of our same store sales of Haidilao restaurants for the period indicated.

下表載列於所示期間我們的海底撈餐廳同店銷售詳情。

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年	2020 2020年
Number of same stores ⁽¹⁾	同店數量⁽¹⁾		
Tier 1 cities	一線城市	125	
Tier 2 cities	二線城市	274	
Tier 3 cities and below	三線及以下城市	184	
Outside Mainland China	中國大陸以外	52	
Overall	整體	635	
Same store sales⁽²⁾ (in thousands of RMB)	同店銷售⁽²⁾ (人民幣千元)		
Tier 1 cities	一線城市	1,775,180	1,359,057
Tier 2 cities	二線城市	4,271,528	3,165,458
Tier 3 cities and below	三線及以下城市	2,787,992	2,130,321
Outside Mainland China	中國大陸以外	808,480	835,083
Overall	整體	9,643,180	7,489,919
Average same store sales per day⁽³⁾ (in thousands of RMB)	同店平均日銷售額⁽³⁾ (人民幣千元)		
Tier 1 cities	一線城市	79.0	81.7
Tier 2 cities	二線城市	87.3	87.9
Tier 3 cities and below	三線及以下城市	84.2	88.4
Outside Mainland China	中國大陸以外	88.1	91.2
Overall	整體	84.8	87.2
Average same store table turnover rate⁽⁴⁾ (times/day)	同店平均翻檯率⁽⁴⁾ (次/天)		
Tier 1 cities	一線城市	3.0	3.1
Tier 2 cities	二線城市	3.5	3.6
Tier 3 cities and below	三線及以下城市	3.5	3.7
Outside Mainland China	中國大陸以外	2.6	2.7
Overall	整體	3.4	3.4

Notes:

- (1) Includes restaurants that had commenced operations prior to the beginning of the periods under comparison and opened for more than 120 days in both the six-month periods ended June 30, 2020 and 2021. As certain restaurants were temporarily suspended for more than 30 days due to the pandemic in the first half of 2020, we deducted 30 days from the previous standards of 150 days for selecting same stores so as to more accurately reflect real operating profile of Haidilao restaurants.
- (2) The gross revenue from restaurant operation at our same stores for the period indicated.
- (3) Calculated by dividing the gross revenue from restaurant operation at our same stores for the period by the total operation days at our same stores for the period. There are more total operation days in the first half of 2021 than in the first half of 2020.
- (4) Calculated by dividing the total tables served at our same stores for the period by the total operation days for the period and average table count during the period. The average table count includes the table count in the areas that were not opened due to the pandemic prevention and control during the Reporting Period.

附註：

- (1) 包括比較期間開始前已開始運營且於截至2020年及2021年6月30日止六個月期間營業超過120天的餐廳。由於2020年上半年部分門店因疫情暫停營業超過30天，因此我們選取同店的標準在過往150天的標準基礎上扣除30天，以更準確地反映海底撈餐廳的實際經營情況。
- (2) 於所示期間我們同店餐廳業務的收入總額。
- (3) 按期間同店餐廳業務的總收入除以期間同店總營業天數計算。2021年上半年總營業天數較2020年上半年總營業天數多。
- (4) 按期間同店服務總桌數除以期間總營業天數及平均餐桌數計算。平均餐桌數包括報告期內因疫情防控需要而未開放區域的餐桌數。

Management Discussion and Analysis

管理層討論與分析

Revenue from Haidilao Restaurant Operation by Geographic Region

Our business is conducted in Mainland China; Hong Kong, Macau and Taiwan regions, and overseas. The following table sets forth our breakdown of gross revenue from Haidilao restaurant operation by location for the period indicated:

根據地理區域劃分的海底撈餐廳經營收入

我們的業務於中國大陸、港澳台地區以及海外開展。下表載列於所示期間根據位置區分的海底撈餐廳經營總收入明細：

		2021 2021年			2020 2020年		
		Number of restaurants 餐廳數量	Gross Revenue/ Revenue 總收入/ 收入 (RMB'000) (人民幣千元)		Number of restaurants 餐廳數量	Gross Revenue/ Revenue 總收入/ 收入 (RMB'000) (人民幣千元)	
Main land China	中國大陸						
Tier 1 cities	一線城市	287	3,705,870	19.0 %	212	2,019,303	22.0%
Tier 2 cities	二線城市	593	7,656,699	39.2 %	389	3,801,388	41.5%
Tier 3 cities and below	三線及以下城市	611	6,930,452	35.5 %	267	2,450,572	26.7%
Subtotal	小計	1,491	18,293,021	93.7 %	868	8,271,263	90.2%
Outside Mainland China	中國大陸以外						
Asia	亞洲	85	1,006,537	5.2 %	56	807,015	8.8%
North America	北美洲	16	142,068	0.7 %	8	61,118	0.7%
Europe	歐洲	2	10,389	0.1 %	1	12,565	0.1%
Oceania	大洋洲	3	61,746	0.3 %	2	14,155	0.2%
Subtotal	小計	106	1,220,740	6.3 %	67	894,853	9.8%
Total restaurants/gross revenue generated from restaurant operation	餐廳總數/餐廳經營所得總收入	1,597	19,513,761	100%	935	9,166,116	100%
Net of: Customer loyalty program	扣除：會員積分計劃		(95,135)			(15,463)	
Total restaurants/gross revenue generated from restaurant operation	餐廳總數/餐廳經營所得總收入	1,597	19,418,626		935	9,150,653	

Raw Materials and Consumables Used

Our raw materials and consumables used increased by 95.5% from RMB4,348.2 million for the six months ended June 30, 2020 to RMB8,502.4 million for the corresponding period in 2021, primarily due to (i) our business expansion; (ii) an increase in operation days of our restaurants during the Reporting Period resulting from the improving pandemic situation. As a percentage of revenue, our raw materials and consumables used decreased from 44.5% for the six months ended June 30, 2020 to 42.3% for the six months ended June 30, 2021, primarily due to the increase in revenue during the Reporting Period as compared to the corresponding period in 2020 as a result of the improving pandemic situation.

Staff Costs

Our staff costs increased by 75.8% from RMB4,074.0 million for the six months ended June 30, 2020 to RMB7,161.7 million for the corresponding period in 2021, primarily due to the increase in the number of employees and the higher compensation level of employees. As a percentage of revenue, our staff costs decreased from 41.7% for the six months ended June 30, 2020 to 35.6% for the corresponding period in 2021, primarily due to the increase in revenue during the Reporting Period compared to the corresponding period in 2020 as a result of the improving pandemic situation.

Property Rentals and Related Expenses

Our property rentals and related expenses increased by 125.2% from RMB88.1 million for the six months ended June 30, 2020 to RMB198.6 million for the corresponding period in 2021, primarily because of our business expansion. As a percentage of revenue, property rentals and related expenses remained relatively stable, and recorded 0.9% and 1.0% for the six months ended June 30, 2020 and June 30, 2021 respectively.

Utilities Expenses

Our utilities expenses increased by 92.5% from RMB360.0 million for the six months ended June 30, 2020 to RMB693.1 million for the corresponding period in 2021, primarily due to (i) the business expansion; and (ii) the increase in operation days of restaurants resulting from the improving pandemic situation during the Reporting Period. As a percentage of revenue, the utilities expenses remained relatively stable at 3.7% and 3.4% for the six months ended June 30, 2020 and June 30, 2021 respectively.

原材料及易耗品成本

原材料及易耗品成本從截至2020年6月30日止六個月的人民幣4,348.2百萬元上升到2021年同期的人民幣8,502.4百萬元，增長了95.5%，主要由於(i)業務擴張；(ii)疫情好轉，報告期內門店營業天數增加。就所佔收入百分比，原材料及易耗品成本從截至2020年6月30日止六個月的44.5%下降至截至2021年6月30日止六個月的42.3%，主要由於疫情好轉，相較2020年同期，報告期內收入增加。

員工成本

員工成本從截至2020年6月30日止六個月的人民幣4,074.0百萬元上升到2021年同期的人民幣7,161.7百萬元，增長了75.8%，主要由於員工數量增加及員工薪資水平提高。就所佔收入百分比，我們的員工成本從截至2020年6月30日止六個月的41.7%減少到2021年同期的35.6%，主要由於疫情好轉，相較2020年同期，報告期內收入增加。

物業租金及相關支出

物業租金及相關支出從截至2020年6月30日止六個月的人民幣88.1百萬元上升到2021年同期的人民幣198.6百萬元，增長了125.2%，主要由於業務擴張。就所佔收入百分比，物業租金及相關開支保持相對穩定，截至2020年6月30日和截至2021年6月30日止六個月分別為0.9%和1.0%。

水電開支

水電開支從截至2020年6月30日止六個月的人民幣360.0百萬元上升到2021年同期的人民幣693.1百萬元，增長了92.5%，主要由於(i)業務擴張；(ii)疫情好轉，報告期內門店營業天數增加。就所佔收入百分比，水電開支保持相對穩定，截至2020年6月30日和截至2021年6月30日止六個月分別為3.7%和3.4%。

Management Discussion and Analysis

管理層討論與分析

Travelling and Communication Expenses

Our travelling and communication expenses increased by 50.0% from RMB79.1 million for the six months ended June 30, 2020 to RMB118.7 million for the corresponding period in 2021, primarily due to more trips resulting from our business expansion. As a percentage of revenue, our travelling and communication expenses remained relatively stable at 0.8% and 0.6% for the six months ended June 30, 2020 and June 30, 2021 respectively.

Depreciation and Amortization

Our depreciation and amortization increased by 67.2% from RMB1,297.0 million for the six months ended June 30, 2020 to RMB2,169.1 million for the corresponding period in 2021, primarily due to our business expansion. As a percentage of revenue, depreciation and amortization decreased from 13.3% for the six months ended June 30, 2020 to 10.8% for the corresponding period in 2021, primarily due to the increase in revenue during the Reporting Period compared to the corresponding period in 2020 as a result of the improving pandemic situation.

Other Expenses

Our other expenses increased by 56.8% from RMB510.8 million for the six months ended June 30, 2020 to RMB801.0 million for the corresponding period in 2021, primarily reflecting (i) a RMB68.9 million increase in human resource and other consulting services expenses; (ii) a RMB63.6 million increase in daily maintenance expenses; and (iii) a RMB62.0 million increase in storage expenses. As a percentage of revenue, our other expenses decreased from 5.2% for the six months ended June 30, 2020 to 4.0% for the corresponding period in 2021, primarily due to the increase in revenue during the Reporting Period compared to the corresponding period in 2020 as a result of the improving pandemic situation.

Share of Profits of Associates and a Joint Venture

Our share of profits in relation to (i) our associate Fuhai (Shanghai) Food Technology Co., Ltd. ("Fuhai"), in which we held a 40% equity interest; (ii) our joint venture Ying Hai Holdings Pte. Ltd., in which we held a 51% equity interest; and (iii) other associates invested by Youdingyou, decreased from RMB41.9 million for the six months ended June 30, 2020 to RMB39.6 million for the corresponding period in 2021, mainly due to a decrease in share of profits of Fuhai due to its lower gross profit during the Reporting Period.

差旅及通訊開支

差旅及通訊開支從截至2020年6月30日止六個月的人民幣79.1百萬元上升到2021年同期的人民幣118.7百萬元，增長了50.0%，主要由於業務擴張導致差旅次數增加。就所佔收入百分比，差旅及通訊開支保持相對穩定，截至2020年6月30日和截至2021年6月30日止六個月分別為0.8%和0.6%。

折舊及攤銷

折舊及攤銷從截至2020年6月30日止六個月的人民幣1,297.0百萬元上升到2021年同期的人民幣2,169.1百萬元，增長了67.2%，主要由於業務擴張。就所佔收入百分比，折舊及攤銷從截至2020年6月30日止六個月的13.3%下降到2021年同期的10.8%，主要由於疫情好轉，相較2020年報告期內收入增加。

其他開支

其他開支從截至2020年6月30日止六個月的人民幣510.8百萬元上升到2021年同期的人民幣801.0百萬元，增長了56.8%，主要反映了(i)人力資源及其他諮詢開支增加了人民幣68.9百萬元；(ii)日常維護開支增加了人民幣63.6百萬元；及(iii)倉儲費增加了人民幣62.0百萬元。就所佔收入百分比，其他開支從截至2020年6月30日止六個月的5.2%下降到2021年同期的4.0%，主要由於疫情好轉，相較2020年報告期內收入增加。

應佔聯營公司及合營企業利潤

我們的利潤涉及(i)聯營公司馥海(上海)食品科技有限公司(「馥海」)，我們持有40%的股東權益；(ii)Ying Hai Holdings Pte. Ltd.，我們持有51%股東權益的合營企業；及(iii)優鼎優所投資的其他聯營公司，從截至2020年6月30日止六個月的人民幣41.9百萬元減少至2021年同期的人民幣39.6百萬元，主要由於報告期內馥海毛利下降所佔利潤減少。

Other Gains and Losses

Our other gains and losses decreased by 360.3% from RMB32.8 million (gain) for the six months ended June 30, 2020 to RMB85.4 million (loss) for the corresponding period in 2021, primarily because the net foreign exchange loss in the first half of 2021 was RMB85.1 million as compared to the net foreign exchange gain in the first half of 2020 of RMB59.7 million.

Finance Costs

Our finance costs increased by 65.9% from RMB183.0 million for the six months ended June 30, 2020 to RMB303.5 million for the corresponding period in 2021, primarily due to the increase in interests on lease liabilities resulting from our business expansion and the increase in interests on long-term bonds.

Income Tax Expense

Our income tax expense increased by 394.9% from RMB40.1 million for the six months ended June 30, 2020 to RMB198.4 million for the corresponding period in 2021, primarily due to an increase in our profit during the Reporting Period as a result of the improving pandemic situation.

Profit (loss) for the Period

As a result of the foregoing, our profit (loss) for the period increased by 110.0% from RMB964.5 million (loss) for the six months ended June 30, 2020 to RMB96.5 million (profit) for the corresponding period in 2021.

Capital Liquidity and Financial Resources

For the six months ended June 30, 2021, we primarily funded our operations, expansion and capital expenditures through cash generated from our operations, bank borrowings and other borrowing. We monitor our cash flows and cash balance on a regular basis and strive to maintain an optimum liquidity that can meet our working capital needs while supporting continuing business expansion.

Cash and Cash Equivalents

Our principal uses of cash are for working capital to procure food ingredients, consumables and equipment, and to renovate and decorate our restaurants. Our cash and cash equivalents increased from RMB2,682.7 million as of December 31, 2020 to RMB3,524.4 million as of June 30, 2021, mainly due to the increase in financing amount for our business needs.

其他收益及虧損

其他收益及虧損從截至2020年6月30日止六個月的人民幣32.8百萬元(收益)下降到2021年同期的人民幣85.4百萬元(虧損)，減少了360.3%，主要由於2021年上半年淨外匯匯兌損失為人民幣85.1百萬元，而2020年上半年的淨外匯匯兌收益為人民幣59.7百萬元。

財務成本

財務成本從截至2020年6月30日止六個月的人民幣183.0百萬元上升到2021年同期的人民幣303.5百萬元，增長了65.9%，主要由於業務擴張，導致租賃負債利息增加，以及長期債券的利息增加。

所得稅開支

所得稅開支從截至2020年6月30日止六個月的人民幣40.1百萬元上升到2021年同期的人民幣198.4百萬元，增長了394.9%，主要由於疫情好轉，報告期內利潤增加。

期內利潤(虧損)

綜上所述，期內利潤(虧損)從截至2020年6月30日止六個月的人民幣964.5百萬元(虧損)上升到2021年同期的人民幣96.5百萬元(利潤)，增長了110.0%。

資金流動性及財政資源

截至2021年6月30日止六個月，我們主要通過運營獲取的現金、銀行借款及其他借款為我們的運營、擴張和資本支出提供資金。我們通過定期監控現金流量和現金結餘以保持最適宜的流動性來滿足營運資本需求及支持持續的業務擴張。

現金及現金等價物

現金主要用於營運資本以獲取食材、消耗品和設備，以及翻新、裝修門店。現金及現金等價物從2020年12月31日的人民幣2,682.7百萬元上升到2021年6月30日的人民幣3,524.4百萬元，主要由於為了滿足業務需要，融資金額增加。

Management Discussion and Analysis

管理層討論與分析

Right-of-use Assets

Under IFRS 16, we recognize right-of-use assets with respect to our property leases. Our right-of-use assets are depreciated over the lease term or the useful life of the underlying asset, whichever is shorter. As of June 30, 2021, we recognized right-of-use assets of RMB7,879.5 million.

Inventories

Our inventories mainly represented our condiment products and food ingredients used in our restaurant operation. Our inventories increased from RMB1,154.2 million as of December 31, 2020 to RMB1,196.8 million as of June 30, 2021, primarily due to our business expansion. Our inventory turnover days for the year ended December 31, 2020/the six months ended June 30, 2021 equaled the average of the beginning and ending inventories for the year/period divided by raw materials and consumables used for the same period and multiplied by 365 days/181 days and decreased from 35.0 days to 25.0 days, primarily due to the acceleration in the consumption of our raw materials and consumables during the Reporting Period as a result of the improving pandemic situation.

Trade Receivables

The majority of our trade receivables were in connection with bills settled through payment platforms such as Alipay or WeChat Pay. Receivables from these payment platforms were normally settled within a short period of time. Our trade receivables decreased from RMB275.2 million as of December 31, 2020 to RMB169.7 million as of June 30, 2021. The turnover days of trade receivables decreased from 3.1 days for the year ended December 31, 2020 to 2.0 days for the six months ended June 30, 2021.

Trade Payables

Trade payables mainly represent the balances due to our independent third party suppliers of food ingredients and consumables. Our trade payables decreased from RMB1,582.6 million as of December 31, 2020 to RMB1,422.0 million as of June 30, 2021, primarily affected by the decrease in the procurement as compared to the end of last year. The turnover days of trade payables decreased from 44.5 days for the year ended December 31, 2020 to 32.0 days for the six months ended June 30, 2021.

使用權資產

根據國際財務報告準則第16號，我們就物業租賃確認使用權資產。我們的使用權資產於相關資產的租賃期間或使用期限折舊，按較短者為準。截至2021年6月30日，我們確認使用權資產人民幣7,879.5百萬元。

存貨

存貨主要是指調味品及餐廳經營所用的食材。存貨從2020年12月31日的人民幣1,154.2百萬元上升到2021年6月30日的人民幣1,196.8百萬元，主要由於業務擴張所致。截至2020年12月31日止年度和截至2021年6月30日止六個月的存貨周轉天數等於當年／當期期初和期末存貨的平均值除以同一期間的原材料及易耗品成本再乘以365天／181天，從35.0天下降到25.0天，主要因為疫情好轉報告期內原材料及易耗品消耗加快。

貿易應收款項

大部分的貿易應收款項與支付平台上的賬單如支付寶或微信支付有關。這些支付平台上的應收款項通常會在短期內收回。貿易應收款項從2020年12月31日的人民幣275.2百萬元下降到2021年6月30日的人民幣169.7百萬元。貿易應收款項周轉天數從截至2020年12月31日止年度的3.1天下降到截至2021年6月30日止六個月的2.0天。

貿易應付款項

貿易應付款項主要是獨立第三方食材和消耗品供貨商的結餘。貿易應付款項從2020年12月31日的人民幣1,582.6百萬元下降到2021年6月30日的人民幣1,422.0百萬元，主要由於較去年年末採購量減少。貿易應付款項周轉天數從截至2020年12月31日止年度的44.5天下降到截至2021年6月30日止六個月的32.0天。

Bank Borrowings

As of June 30, 2021, we had bank borrowings of RMB3,769.2 million. During the six months period ended June 30, 2021, the Group obtained new bank loans amounting to RMB2,223.4 million and repaid bank loans amounting to RMB2,414.2 million.

Other Borrowing

As of June 30, 2021, we had other borrowing of RMB73.7 million which was secured by fixed assets of the Group.

Contingent Liabilities

As of June 30, 2021, we did not have any material contingent liabilities, guarantees or any litigations or claims of material importance, pending or threatened against any member of our Group that is likely to have a material and adverse effect on our business, financial condition or results of operations.

Charge of Assets

As of June 30, 2021, the Group charged fixed assets with a net book value of RMB493.5 million as securities for other borrowing and bank borrowings.

As of June 30, 2021, the Group charged bank deposits of RMB15.9 million to banks to secure the rental payments to the lessors.

Debt-to-equity Ratio

As of June 30, 2021, the Group's debt-to-equity ratio was 75.4%.

Note: Equals long-term bonds, bank borrowings and other borrowing divided by total equity as of the same date and multiplied by 100%.

Foreign Exchange Risk and Hedging

The Group mainly operates in mainland China with most of the transaction denominated and settled in RMB. However, the Group has certain overseas operations and cash denominated in other currencies, which is exposed to foreign currency exchange risks. The Group has not hedged its foreign currency exchange risks, but will closely monitor the exposure and will take measures when necessary to make sure the foreign exchange risks are manageable.

銀行借款

截至2021年6月30日，我們有銀行借款人民幣3,769.2百萬元。於截至2021年6月30日止六個月期間內，本集團新增銀行借款人民幣2,223.4百萬元及償還銀行借款人民幣2,414.2百萬元。

其他借款

截至2021年6月30日，我們以本集團固定資產擔保的其他借款為人民幣73.7百萬元。

或有負債

截至2021年6月30日，我們並無任何可能對我們業務、財務狀況或經營業績造成重大不利影響的重大或有負債、擔保或任何重大的未決或針對本集團任何成員公司的訴訟或申索。

資產押記

截至2021年6月30日，本集團抵押賬面淨值為人民幣493.5百萬元的固定資產作為其他借款和銀行借款的擔保。

截至2021年6月30日，本集團向多間銀行抵押銀行存款人民幣15.9百萬元以作為支付出租人的租金款項的擔保。

資本負債比率

截至2021年6月30日，本集團的資本負債比率為75.4%。

*附註：*等於截至同日的長期債券、銀行借款及其他借款除以權益總額再乘以100%。

外匯風險及對沖

本集團主要在中國大陸運營，大多數交易以人民幣列值及結算。然而，本集團有若干海外業務和用其他貨幣列值的現金，面臨外匯匯兌風險。本集團並沒有對沖外匯匯兌風險，但是會緊密地監控有關情況並在必要時採取措施以保證外匯風險在可控範圍內。

Management Discussion and Analysis

管理層討論與分析

Employees and Remuneration Policy

As of June 30, 2021, the Group had a total of 140,505 employees, of which 130,596 employees were located in mainland China and 9,909 employees were located in Hong Kong, Macau and Taiwan regions, and overseas. For the six months ended June 30, 2021, the Group has incurred a total staff costs (including salaries, wages, allowance and benefits) of RMB7,161.7 million.

Material Acquisitions and Disposals

The Company had no material acquisitions and disposals during the Reporting Period.

No Material Changes

Saved as disclosed in this interim report, during the Reporting Period, there were no material changes affecting the Group's performance that needs to be disclosed under Paragraphs 32 and 40(2) of Appendix 16 to the Listing Rules.

Future Plans for Material Investments

The Group will continue to extensively identify potential strategic investment opportunities and seek to acquire potential high-quality target businesses and assets that create synergies for the Group.

FUTURE PROSPECT

Going forward, our development initiatives mainly include:

- continue to enhance the Haidilao dining experience by further improving our service and offering more value-added services to our guests;
- steadily increase our restaurant density and expand geographical coverage of our restaurant;
- continue to invest in innovation and technology, such as further optimizing and developing our business management system and intelligent restaurant technology; and
- strategically pursue acquisitions of high-quality assets to further diversify our restaurant business patterns and guest base.

員工及薪酬政策

截至2021年6月30日，本集團共有140,505名員工，其中130,596名工作於中國大陸，9,909名工作於港澳台地區及海外。截至2021年6月30日止六個月，本集團共發生員工成本（包括薪金、工資、津貼和福利）人民幣7,161.7百萬元。

重大收購及處置

本公司於報告期沒有任何重大的收購或處置。

無重大變化

除本中期報告所披露者外，於報告期內，並無任何影響本集團表現的重大變動須按照上市規則附錄十六第32段及40(2)段作出披露。

重大投資的未來計劃

本集團將繼續廣泛尋找潛在的策略性投資機會，並尋求可為本集團帶來協同效應的潛在優質目標業務及資產。

未來前景

展望未來，我們的發展舉措主要包括：

- 持續提升海底撈就餐體驗，包括不斷精進我們的服務能力、為顧客進一步提供增值服務等；
- 穩健提高餐廳密度和拓展餐廳覆蓋的地區；
- 繼續創新及技術方面的投入，例如繼續優化、研發我們的業務管理系統、智慧餐廳技術；及
- 策略性地尋求收購優質資源，進一步豐富我們的餐飲業務形態和顧客基礎。

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As of June 30, 2021, the interests and short positions of the Directors and chief executives of the Company in the shares, underlying shares or debentures of the Company or any of our associated corporations (within the meaning of Part XV of the SFO), which were required (a) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO); or (b) pursuant to Section 352 of the SFO, to be entered in the register referred to therein; or (c) to be notified to the Company and the Stock Exchange pursuant to the Model Code, were as follows:

(i) Interest in the Company

Name of Director/Chief Executive	Capacity/Nature of Interest	Number of Ordinary Shares	Approximate percentage of shareholding in the total issued share capital (%) 已發行總股本中的概約持股百分比(%)
董事／最高行政人員姓名	身份／權益性質	普通股數目	
Mr. Zhang Yong ^(Note 1, 2, 3 and 6) 張勇先生 ^(附註1、2、3及6)	Founder of a discretionary trust 全權信託創立人 Interest in a controlled corporation 受控法團權益 Interest of spouse 配偶權益 Beneficiary of a trust 信託受益人	3,612,501,243 (L)	68.16 (L)
Ms. Shu Ping ^(Note 1, 2, 3 and 8) 舒萍女士 ^(附註1、2、3及8)	Founder of a discretionary trust 全權信託創立人 Interest in a controlled corporation 受控法團權益 Interest of spouse 配偶權益 Beneficiary of a trust 信託受益人	3,612,501,243 (L)	68.16 (L)
Mr. Shi Yonghong ^(Note 4, 5 and 9) 施永宏先生 ^(附註4、5及9)	Founder of a discretionary trust 全權信託創立人 Interest in a controlled corporation 受控法團權益	770,424,028 (L)	14.54 (L)
Mr. Zhou Zhaocheng ^(Note 7) 周兆呈先生 ^(附註7)	Interest of spouse 配偶權益	100,000 (L)	0.00 (L)

(L) denotes a long position

董事及最高行政人員於股份、相關股份及債權證中的權益及淡倉

截至2021年6月30日，本公司董事及最高行政人員於本公司及任何相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份或債權證中擁有(a)根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益或淡倉（包括根據證券及期貨條例的有關條文被當作或視為擁有的權益及淡倉）；或(b)根據證券及期貨條例第352條規定須登記於該條所指登記冊的權益或淡倉；或(c)根據標準守則須知會本公司及聯交所的權益或淡倉如下：

(i) 於本公司的權益

Name of Director/Chief Executive	Capacity/Nature of Interest	Number of Ordinary Shares	Approximate percentage of shareholding in the total issued share capital (%) 已發行總股本中的概約持股百分比(%)
董事／最高行政人員姓名	身份／權益性質	普通股數目	
Mr. Zhang Yong ^(Note 1, 2, 3 and 6) 張勇先生 ^(附註1、2、3及6)	Founder of a discretionary trust 全權信託創立人 Interest in a controlled corporation 受控法團權益 Interest of spouse 配偶權益 Beneficiary of a trust 信託受益人	3,612,501,243 (L)	68.16 (L)
Ms. Shu Ping ^(Note 1, 2, 3 and 8) 舒萍女士 ^(附註1、2、3及8)	Founder of a discretionary trust 全權信託創立人 Interest in a controlled corporation 受控法團權益 Interest of spouse 配偶權益 Beneficiary of a trust 信託受益人	3,612,501,243 (L)	68.16 (L)
Mr. Shi Yonghong ^(Note 4, 5 and 9) 施永宏先生 ^(附註4、5及9)	Founder of a discretionary trust 全權信託創立人 Interest in a controlled corporation 受控法團權益	770,424,028 (L)	14.54 (L)
Mr. Zhou Zhaocheng ^(Note 7) 周兆呈先生 ^(附註7)	Interest of spouse 配偶權益	100,000 (L)	0.00 (L)

(L) 代表好倉

Corporate Governance and Other Information

企業管治和其他資料

Notes:

- (1) Ms. Shu Ping is the spouse of Mr. Zhang Yong. Therefore, Ms. Shu Ping is deemed to be interested in the Shares in which Mr. Zhang Yong is interested and Mr. Zhang Yong is deemed to be interested in the Shares in which Ms. Shu Ping is interested under the SFO.
- (2) ZY NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of ZY NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Apple Trust. Apple Trust is a discretionary trust set up by Mr. Zhang Yong as the settlor and protector on August 22, 2018 for the benefit of himself, Ms. Shu Ping and their families. Mr. Zhang Yong (as the founder of the Apple Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by ZY NP Ltd. under the SFO.
- (3) SP NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of SP NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Rose Trust. Rose Trust is a discretionary trust set up by Ms. Shu Ping as the settlor and protector on August 22, 2018 for the benefit of herself, Mr. Zhang Yong and their families. Ms. Shu Ping (as the founder of the Rose Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by SP NP Ltd. under the SFO.
- (4) SYH NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of SYH NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Cheerful Trust. Cheerful Trust is a discretionary trust set up by Mr. Shi Yonghong and Ms. Li Haiyan as the settlors and protectors on August 22, 2018 for their own benefit and the benefit of their families. Mr. Shi Yonghong and Ms. Li Haiyan (as the founders of the Cheerful Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by SYH NP Ltd. under the SFO.

附註：

- (1) 舒萍女士為張勇先生的配偶。因此，根據證券及期貨條例，舒萍女士被視為於張勇先生擁有權益的股份中擁有權益，及張勇先生被視為於舒萍女士擁有權益的股份中擁有權益。
- (2) ZY NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。ZY NP Ltd. 的全部股本由UBS Trustees (B.V.I.) Limited 以Apple Trust 的受託人身份全資擁有。Apple Trust 為張勇先生以財產授予人及保護人的身份為其本身、舒萍女士及其家族的利益於2018年8月22日成立的全權信託。根據證券及期貨條例，張勇先生（作為Apple Trust 的創立人）及UBS Trustees (B.V.I.) Limited 被視為於ZY NP Ltd. 所持的股份中擁有權益。
- (3) SP NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。SP NP Ltd. 的全部股本由UBS Trustees (B.V.I.) Limited 以Rose Trust 的受託人身份全資擁有。Rose Trust 為舒萍女士以財產授予人及保護人的身份為其本身、張勇先生及其家族的利益於2018年8月22日成立的全權信託。根據證券及期貨條例，舒萍女士（作為Rose Trust 的創立人）及UBS Trustees (B.V.I.) Limited 被視為於SP NP Ltd. 所持的股份中擁有權益。
- (4) SYH NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。SYH NP Ltd. 的全部股本由UBS Trustees (B.V.I.) Limited 以Cheerful Trust 的受託人身份全資擁有。Cheerful Trust 為施永宏先生及李海燕女士以財產授予人及保護人的身份為其本身利益及其家族利益於2018年8月22日成立的全權信託。根據證券及期貨條例，施永宏先生及李海燕女士（作為Cheerful Trust 的創立人）及UBS Trustees (B.V.I.) Limited 被視為於SYH NP Ltd. 所持的股份中擁有權益。

- (5) LHY NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of LHY NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Cheerful Trust. Cheerful Trust is a discretionary trust set up by Mr. Shi Yonghong and Ms. Li Haiyan as the settlors and protectors on August 22, 2018 for their own benefit and the benefit of their families. Mr. Shi Yonghong and Ms. Li Haiyan (as the founders of the Cheerful Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by LHY NP Ltd. under the SFO.
- (5) LHY NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。LHY NP Ltd. 的全部股本由 UBS Trustees (B.V.I.) Limited 以 Cheerful Trust 的受託人身份全資擁有。Cheerful Trust 為施永宏先生及李海燕女士以財產授予人及保護人的身份為其本身利益及其家族利益於2018年8月22日成立的全權信託。根據證券及期貨條例，施永宏先生及李海燕女士（作為Cheerful Trust 的創立人）及 UBS Trustees (B.V.I.) Limited 被視為於LHY NP Ltd. 所持的股份中擁有權益。
- (6) NP United Holding Ltd. is an investment holding company incorporated in the BVI and is owned as to approximately 51.778% by ZY NP Ltd. and 16.074% by each of SP NP Ltd., SYH NP Ltd. and LHY NP Ltd., respectively. Therefore, Mr. Zhang Yong, ZY NP Ltd. and UBS Trustees (B.V.I.) Limited are deemed to be interested in the Shares in which NP United Holding Ltd. is interested under the SFO.
- (6) NP United Holding Ltd. 為一家於英屬處女群島註冊成立的投資控股公司，由ZY NP Ltd. 擁有約51.778% 以及由SP NP Ltd.、SYH NP Ltd. 及LHY NP Ltd. 各自分別擁有約16.074%。因此，根據證券及期貨條例，張勇先生、ZY NP Ltd. 及UBS Trustees (B.V.I.) Limited 被視為於NP United Holding Ltd. 擁有權益的股份中擁有權益。
- (7) Mr. Zhou Zhaocheng is the spouse of Ms. Chen Ying. Therefore, Mr. Zhou Zhaocheng is deemed to be interested in the Shares in which Ms. Chen Ying is interested in.
- (7) 周兆呈先生為陳穎女士的配偶。因此，周兆呈先生被視為於陳穎女士擁有權益的股份中擁有權益。
- (8) Ms. Shu Ping resigned as a non-executive Director of the Company on August 24, 2021.
- (8) 舒萍女士於2021年8月24日辭任本公司非執行董事職務。
- (9) Mr. Shi Yonghong resigned as an executive Director of the Company on August 24, 2021.
- (9) 施永宏先生於2021年8月24日辭任本公司執行董事職務。

Corporate Governance and Other Information

企業管治和其他資料

(ii) Interest in associated corporations

(ii) 於相聯法團的權益

Name of Director/ Chief Executive	Name of Associated Corporation	Capacity/Nature of Interest	Percentage of Shareholding in the Associated Corporation 於相聯法團的 持股百分比
董事／最高行政人員姓名	相聯法團名稱	身份／權益性質	
Mr. Zhang Yong ^{Note 2} 張勇先生 ^{附註2}	Fuhai ^{Note 1} 馥海 ^{附註1}	Founder of a discretionary trust 全權信託創立人	60%
Ms. Shu Ping ^{Note 2 and 3} 舒萍女士 ^{附註2及3}	Fuhai ^{Note 1} 馥海 ^{附註1}	Founder of a discretionary trust 全權信託創立人	60%

Notes:

- (1) Fuhai is held as to 40% by the Shanghai Xinpai and 60% by Yihai (Shanghai) Food Co., Ltd., a wholly-owned subsidiary of Yihai, and therefore is an associated corporation of the Company under the SFO.
- (2) Yihai is held as of approximately 35.59% by ZYSP YIHAI Ltd. The entire share capital of ZYSP YIHAI Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the ZYSP Trust, a discretionary trust set up by Mr. Zhang Yong and Ms. Shu Ping as the settlors and protectors on June 1, 2016 for their own benefit. Mr. Zhang Yong and Ms. Shu Ping (as founders of the ZYSP Trust) are deemed to be interested in the shares of Fuhai (Shanghai) Food Technology Co., Ltd. held by Yihai (Shanghai) Food Co., Ltd. under the SFO.
- (3) Ms. Shu Ping resigned as a non-executive Director of our Company on August 24, 2021.

附註：

- (1) 馥海由上海新派及頤海的全資附屬公司頤海(上海)食品有限公司分別持有40%及60%，因此，根據證券及期貨條例，為本公司的相聯法團。
- (2) 頤海由ZYSP YIHAI Ltd.持有約35.59%。ZYSP YIHAI Ltd.的全部股本由UBS Trustees (B.V.I.) Limited以ZYSP Trust的受託人身份全資擁有，ZYSP Trust為張勇先生及舒萍女士以財產授予人及保護人的身份為其自身利益於2016年6月1日成立的全權信託。根據證券及期貨條例，張勇先生及舒萍女士(作為ZYSP Trust的創立人)被視為於頤海(上海)食品有限公司所持的馥海(上海)食品科技有限公司股份中擁有權益。
- (3) 舒萍女士於2021年8月24日辭任本公司非執行董事職務。

Save as disclosed above, as of June 30, 2021, none of the Directors or chief executives of the Company and their respective associates has or is deemed to have any interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which will be required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have taken under such provisions of the SFO); or which will be required to be recorded in the register to be kept by the Company pursuant to Section 352 of the SFO, or which will be required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange.

除上文所披露者外，於2021年6月30日，本公司董事或最高行政人員及彼等各自的聯繫人於本公司或其任何相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債權證中概無擁有或被視為擁有根據證券及期貨條例第XV部第7及8分部將須知會本公司及聯交所的任何權益或淡倉(包括彼等根據證券及期貨條例的有關條文被當作或被視為擁有的權益及淡倉)，或根據證券及期貨條例第352條將須記錄於本公司所存置的登記冊內的任何權益或淡倉，或根據標準守則將須知會本公司及聯交所的任何權益或淡倉。

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

As of June 30, 2021, the followings are the persons, other than the Directors or chief executives of the Company, who had interests or short positions in the shares and underlying shares which would be required to be notified to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO; or as recorded in the register of interests required to be kept by the Company pursuant to Section 336 of Part XV of the SFO:

主要股東於股份及相關股份中的權益及淡倉

截至2021年6月30日，除本公司董事或最高行政人員外，下列人士為於股份及相關股份中擁有根據證券及期貨條例第XV部第2及3分部的條文須知會本公司及聯交所的權益或淡倉的人士，或根據證券及期貨條例第XV部第336條本公司須存置的登記冊所記錄的權益或淡倉的人士：

Name of Shareholder 股東姓名／名稱	Capacity/Nature of Interest 身份／權益性質	Number of Ordinary Shares 普通股數目	Approximate Percentage of Shareholding (%) 概約持股百分比(%)
UBS Trustee (B.V.I.) Limited <i>(Notes 1, 2, 4, 5 and 6)</i>	Trustee	4,382,925,271 (L)	82.70% (L)
UBS Trustee (B.V.I.) Limited <i>(附註1、2、4、5及6)</i>	受託人		
Ms. Li Haiyan <i>(Notes 3, 4 and 5)</i>	Founder of a discretionary trust		
李海燕女士 <i>(附註3、4及5)</i>	全權信託創立人		
	Interest in a controlled corporation	770,424,028 (L)	14.54% (L)
	受控法團權益		
NP United Holding Ltd. <i>(Note 5)</i>	Beneficial owner	1,801,970,108 (L)	34.00% (L)
NP United Holding Ltd. <i>(附註5)</i>	實益擁有人		
ZY NP Ltd <i>(Notes 1, 6)</i>	Beneficial owner		
ZY NP Ltd <i>(附註1、6)</i>	實益擁有人		
	Interest in a controlled corporation	3,201,539,229 (L)	60.41% (L)
	受控法團權益		
SP NP Ltd. <i>(Note 2)</i>	Beneficial owner	410,962,014 (L)	7.75% (L)
SP NP Ltd. <i>(附註2)</i>	實益擁有人		
SYH NP Ltd. <i>(Note 4)</i>	Beneficial owner	434,462,014 (L)	8.20% (L)
SYH NP Ltd. <i>(附註4)</i>	實益擁有人		
LHY NP Ltd. <i>(Note 5)</i>	Beneficial owner	335,962,014 (L)	6.34% (L)
LHY NP Ltd. <i>(附註5)</i>	實益擁有人		
Credit Suisse Trust Limited	Trustee	291,352,615 (L)	5.50% (L)
Credit Suisse Trust Limited	受託人		

(L) denotes a long position

(L) 代表好倉

Corporate Governance and Other Information

企業管治和其他資料

Notes:

- (1) ZY NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of ZY NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Apple Trust. Apple Trust is a discretionary trust set up by Mr. Zhang Yong as the settlor and protector on August 22, 2018 for the benefit of himself, Ms. Shu Ping and their families. Mr. Zhang Yong (as the founder of the Apple Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by ZY NP Ltd. under the SFO.
- (2) SP NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of SP NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Rose Trust. Rose Trust is a discretionary trust set up by Ms. Shu Ping as the settlor and protector on August 22, 2018 for the benefit of herself, Mr. Zhang Yong and their families. Ms. Shu Ping (as the founder of the Rose Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by SP NP Ltd. under the SFO.
- (3) Ms. Li Haiyan is the spouse of Mr. Shi Yonghong. Therefore, Ms. Li Haiyan is deemed to be interested in the Shares in which Mr. Shi Yonghong is interested and Mr. Shi Yonghong is deemed to be interested in the Shares in which Ms. Li Haiyan is interested under the SFO.
- (4) SYH NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of SYH NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Cheerful Trust. Cheerful Trust is a discretionary trust set up by Mr. Shi Yonghong and Ms. Li Haiyan as the settlors and protectors on August 22, 2018 for their own benefit and the benefit of their families. Mr. Shi Yonghong and Ms. Li Haiyan (as the founders of the Cheerful Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by SYH NP Ltd. under the SFO.

附註：

- (1) ZY NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。ZY NP Ltd. 的全部股本由UBS Trustees (B.V.I.) Limited 以Apple Trust 的受託人身份全資擁有。Apple Trust 為張勇先生以財產授予人及保護人的身份為其本身、舒萍女士及其家族的利益於2018年8月22日成立的全權信託。根據證券及期貨條例，張勇先生（作為Apple Trust 的創立人）及UBS Trustees (B.V.I.) Limited 被視為於ZY NP Ltd. 所持的股份中擁有權益。
- (2) SP NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。SP NP Ltd. 的全部股本由UBS Trustees (B.V.I.) Limited 以Rose Trust 的受託人身份全資擁有。Rose Trust 為舒萍女士以財產授予人及保護人的身份為其本身、張勇先生及其家族的利益於2018年8月22日成立的全權信託。根據證券及期貨條例，舒萍女士（作為Rose Trust 的創立人）及UBS Trustees (B.V.I.) Limited 被視為於SP NP Ltd. 所持的股份中擁有權益。
- (3) 李海燕女士為施永宏先生的配偶。因此，根據證券及期貨條例，李海燕女士被視為於施永宏先生擁有權益的股份中擁有權益，及施永宏先生被視為於李海燕女士擁有權益的股份中擁有權益。
- (4) SYH NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。SYH NP Ltd. 的全部股本由UBS Trustees (B.V.I.) Limited 以Cheerful Trust 的受託人身份全資擁有。Cheerful Trust 為施永宏先生及李海燕女士以財產授予人及保護人的身份為其本身利益及其家族利益於2018年8月22日成立的全權信託。根據證券及期貨條例，施永宏先生及李海燕女士（作為Cheerful Trust 的創立人）及UBS Trustees (B.V.I.) Limited 被視為於SYH NP Ltd. 所持的股份中擁有權益。

- (5) LHY NP Ltd. is an investment holding company incorporated in the BVI. The entire share capital of LHY NP Ltd. is wholly owned by UBS Trustees (B.V.I.) Limited as the trustee of the Cheerful Trust. Cheerful Trust is a discretionary trust set up by Mr. Shi Yonghong and Ms. Li Haiyan as the settlors and protectors on August 22, 2018 for their own benefit and the benefit of their families. Mr. Shi Yonghong and Ms. Li Haiyan (as the founders of the Cheerful Trust) and UBS Trustees (B.V.I.) Limited are taken to be interested in the Shares held by LHY NP Ltd. under the SFO.
- (5) LHY NP Ltd. 為一家於英屬處女群島註冊成立的投資控股公司。LHY NP Ltd. 的全部股本由UBS Trustees (B.V.I.) Limited以Cheerful Trust的受託人身份全資擁有。Cheerful Trust為施永宏先生及李海燕女士以財產授予人及保護人的身份為其本身利益及其家族利益於2018年8月22日成立的全權信託。根據證券及期貨條例，施永宏先生及李海燕女士（作為Cheerful Trust的創立人）及UBS Trustees (B.V.I.) Limited被視為於LHY NP Ltd.所持的股份中擁有權益。
- (6) NP United Holding Ltd. is an investment holding company incorporated in the BVI and is owned as to approximately 51.778% by ZY NP Ltd. and 16.074% by each of SP NP Ltd., SYH NP Ltd. and LHY NP Ltd., respectively. Therefore, Mr. Zhang Yong, ZY NP Ltd. and UBS Trustees (B.V.I.) Limited are deemed to be interested in the Shares in which NP United Holding Ltd. is interested under the SFO.
- (6) NP United Holding Ltd. 為一家於英屬處女群島註冊成立的投資控股公司，由ZY NP Ltd. 持有約51.778%權益，及分別由SP NP Ltd.、SYH NP Ltd.及LHY NP Ltd. 各持有16.074%權益。因此根據證券及期貨條例，張勇先生、ZY NP Ltd. 及UBS Trustees (B.V.I.) Limited被視為於NP United Holding Ltd. 擁有權益的股份中擁有權益。

Save as disclosed above, as of June 30, 2021, the Directors and the chief executives of the Company are not aware of any other person (other than the Directors or chief executives of the Company) who had an interest or short position in the shares or underlying shares of the Company which would be required to be notified to the Company and the Stock Exchange under the provisions of Divisions 2 and 3 of Part XV of the SFO; or as recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO.

除上文所披露者外，截至2021年6月30日，本公司董事及最高行政人員並不知悉任何其他人士（本公司董事或最高行政人員除外）於本公司股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部的條文須知會本公司及聯交所的權益或淡倉，或根據證券及期貨條例第336條本公司須存置的登記冊所記錄的權益或淡倉。

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed in the section headed "Directors and Chief Executives' Interests and Short Positions in Shares, Underlying Shares and Debentures" above, at no time during the six months ended June 30, 2021 was the Company or any of its subsidiaries, a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of the shares in, or debentures of, the Company or any other body corporate, and none of the Directors or any of their spouses or children under the age of 18 were granted any right to subscribe for the equity or debt securities of the Company or any other body corporate or had exercised any such right.

董事收購股份或債權證的權利

除上文「董事及最高行政人員於股份、相關股份及債權證中的權益及淡倉」一節所披露者外，於截至2021年6月30日止六個月，本公司或其任何附屬公司均非任何安排的其中一方以讓董事通過收購本公司或任何其他法人團體的股份或債權證的方式收取利益，亦概無董事或任何彼等的配偶或18歲以下的子女獲授任何權利以認購本公司或任何其他法人團體的股本或債務證券或已行使任何該等權利。

Corporate Governance and Other Information

企業管治和其他資料

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

Neither the Company nor any subsidiaries of the Group purchased, redeemed or sold any of the Company's listed securities during the Reporting Period.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code. Specific enquiries have been made to all the Directors and the Directors have confirmed that they have complied with the Model Code during the six months ended June 30, 2021.

The Company's employees, who are likely to be in possession of inside information of the Company, have also been subject to the Model Code for securities transactions. No incident of non-compliance of the Model Code by the Company's employees was noted by the Company during the six months ended June 30, 2021.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

Pursuant to A.2.1 of the Corporate Governance Code, the roles of chairman and chief executive should be separate and should not be performed by the same individual. Mr. Zhang Yong currently serves as the chairman of the Board and the chief executive officer of the Company. He is one of the founders of the Group and has been operating and managing the Group since its establishment. Our Directors believe that it is beneficial to the business operations and management of the Group that Mr. Zhang Yong continues to serve as both the chairman of the Board and the chief executive officer of the Company.

Save as the above, the Company had adopted and applied the principles and code provisions as set out in the Corporate Governance Code contained in Appendix 14 to the Listing Rules. During the six months ended June 30, 2021, the Company has complied with the mandatory code provisions in the Corporate Governance Code.

收購、出售或贖回本公司上市證券

於報告期，本公司或本集團任何附屬公司概無購買、贖回或出售本公司任何上市證券。

證券交易的標準守則

本公司已採納標準守則。本公司已向全體董事作出詳細問詢，而董事均已確認彼等於截至2021年6月30日止六個月一直遵守標準守則。

可能掌握本公司內幕消息的本公司僱員亦已遵守證券交易的標準守則。截至2021年6月30日止六個月，本公司並無注意到出現本公司僱員不遵守標準守則的事件。

遵守企業管治守則

根據企業管治守則第A.2.1條，主席與首席執行官的角色應有區分，不應由同一人擔任。張勇先生現時擔任董事會主席兼本公司首席執行官。彼為本集團其中一名創始人，並自其成立以來一直經營及管理本集團。本公司董事認為，由張勇先生繼續擔任本公司董事會主席及首席執行官有利於本集團的業務營運及管理。

除上文所披露者外，本公司已採納並採用上市規則附錄十四《企業管治守則》所載的原則及守則條文。於截至2021年6月30日止六個月內，本公司一直遵守企業管治守則內的強制性守則條文。

CHANGES IN THE INFORMATION OF THE DIRECTORS

Pursuant to Rule 13.51B of the Listing Rules, the changes in the information of the Directors during the Reporting Period are set out below:

Dr. Chua Sin Bin, our independent non-executive Director, ceased to be an advisor of the Food Standards Committee of Standard, Productivity and Innovation Board of Singapore since January, 2021.

AUDIT COMMITTEE

The Audit Committee of the Company consists of three Directors, namely, the independent non-executive Directors Mr. Qi Daqing, Mr. Hee Theng Fong and Dr. Chua Sin Bin (appointed on August 24, 2021 and Ms. Shu Ping resigned as a member on the same day). The chairman of the Audit Committee is Mr. Qi Daqing, who holds the appropriate professional qualifications as required under Rules 3.10(2) and 3.21 of the Listing Rules.

The financial information for the six months ended June 30, 2021 set out in the interim results announcement and this report is unaudited but has been reviewed by the Company's external auditor, Deloitte Touche Tohmatsu, in accordance with Hong Kong Standard on Review Engagements 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity", issued by the Hong Kong Institute of Certified Public Accountants and by the Audit Committee. The Audit Committee has reviewed this report and was satisfied that the Company's unaudited financial information contained in this report was prepared in accordance with applicable accounting standards.

The Audit Committee has considered and reviewed the accounting principles and practices adopted by the Group, and discussed with the management matters concerning financial reporting, including the review of the Group's unaudited condensed consolidated interim financial results for the six months ended June 30, 2021. The Audit Committee is of the view that the interim financial results for the six months ended June 30, 2021 have complied with relevant accounting standards, rules and regulations, and have been officially and properly disclosed.

董事資料變動

根據上市規則第13.51B條的要求，於報告期董事信息的變更載列如下：

獨立非執行董事蔡新民醫生於2021年1月起不再擔任新加坡標準、生產力與創新局食品標準委員會顧問。

審計委員會

本公司審計委員會由三名董事組成，即獨立非執行董事齊大慶先生，許廷芳先生以及蔡新民醫生（於2021年8月24日委任，原成員舒萍女士於同日辭任）。審計委員會的主席為齊大慶先生，其持有上市規則第3.10(2)及3.21條項下規定的適當專業資格。

中期業績公告及本報告所列截至2021年6月30日止六個月之財務資料為未經審核但已由本公司外聘核數師德勤•關黃陳方會計師行根據香港會計師公會頒佈的香港審閱準則第2410號「由實體的獨立核數師執行中期財務數據審閱」及審計委員會審閱。審計委員會已審閱本報告及已信納本報告所載本公司未經審核財務資料乃根據適用的會計準則編製。

審計委員會已考慮及審閱本集團所採納的會計原則及慣例，並已與管理層討論有關財務報告事宜，包括審閱本集團截至2021年6月30日止六個月的未經審核簡明綜合中期財務業績。審計委員會認為截至2021年6月30日止六個月的中期財務業績已遵守相關會計標準、規則及規例，並已正式進行適當披露。

Corporate Governance and Other Information

企業管治和其他資料

INTERIM DIVIDENDS

The Board does not recommend the payment of interim dividends for the six months ended June 30, 2021 to the shareholders.

SHARE OPTION SCHEME AND SHARE AWARD SCHEME

As of June 30, 2021, the Company did not have any share option scheme which was required to be disclosed.

A share award scheme (the “Share Award Scheme”) has been adopted by the Company on October 8, 2019 and amended on May 20, 2021. The purpose of the Share Award Scheme is to recognize the contributions by any individual, being an employee, a director, a consultant or an adviser of any member of the Group in order to incentivize them to remain with the Group or to provide consulting services to the Group, and to motivate them to strive for the future development and expansion of the Group. The Share Award Scheme will initially be valid and effective for a period of ten (10) years commencing on the adoption date. Please refer to the announcements of the Company dated October 8, 2019 and May 20, 2021 for details.

Pursuant to the scheme, and the award shares will be satisfied by (i) existing Shares to be acquired by the trustee on the market, and/or (ii) new Shares to be allotted and issued to the trustee. The total number of the award shares underlying all grants made pursuant to the scheme shall not exceed five percent (5%) of the issued share capital of the Company as at the adoption date. On May 20, 2021, the Board approved the grant of 159,000,000 Shares to the grantees, of which (i) 143,100,000 Shares are granted to over 1,500 employees and several consultants of the Company (who to the knowledge of the Directors are not connected persons of the Company) and were satisfied by the issue and allotment of new Shares to the trustee pursuant to the 2020 general mandate; and (ii) 15,900,000 Shares are proposed to be granted to 17 directors and chief executives of the Company and its subsidiaries and were satisfied by the issue and allotment of new Shares to the trustee pursuant to the specific mandate approved by the independent shareholders in the shareholders’ meeting of the Company on June 11, 2021. Please refer to the announcement of the Company dated May 20, 2021 and the circular of the Company dated May 21, 2021 for details.

中期股息

董事會不建議就截至2021年6月30日止六個月向股東派付中期股息。

購股權計劃及股份獎勵計劃

截至2021年6月30日，本公司並無任何須予披露的購股權計劃。

本公司已於2019年10月8日採納股份獎勵計劃（「股份獎勵計劃」）並於2021年5月20日修訂該計劃。股份獎勵計劃旨在認可作出貢獻之人士，可為本集團任何成員公司的員工、董事、顧問或諮詢顧問，以激勵彼等留任本集團，或向本集團提供諮詢服務，以及鼓勵彼等致力於本集團之未來發展及擴張。股份獎勵計劃初步將自採納日期起計十(10)年期間有效及生效。有關詳情請參閱本公司日期為2019年10月8日及2021年5月20日的公告。

根據該計劃，獎勵股份將透過以下方式履行：(i) 受託人於市場上收購現有股份，及／或(ii) 向受託人配發及發行新股份。所有根據該計劃授出的有關獎勵股份總數不得超過本公司於採納日期已發行股本的百分之五(5%)。於2021年5月20日，董事會批准向承授人授出159,000,000股股份，其中(i) 143,100,000股股份授予本公司逾1,500名員工及多名顧問（據董事所知並非本公司關連人士），並將透過根據2020年一般授權向受託人發行及配發新股份達成；及(ii) 建議將15,900,000股股份授予本公司及其附屬公司的17名董事及最高行政人員，並將透過根據獨立股東於2021年6月11日舉行的本公司股東大會上批准的特別授權向受託人發行及配發新股份達成。有關詳情請參閱本公司日期為2021年5月20日的公告及本公司日期為2021年5月21日的通函。

USE OF PROCEEDS FROM THE GLOBAL OFFERING

The Company's shares were listed on the Stock Exchange on September 26, 2018. The net proceeds from the Global Offering amounted to approximately HK\$7,299.3 million. For the six months ended June 30, 2021, the net proceeds have been applied in the manner as set out in the section headed "Future Plans and Use of Proceeds" of the Prospectus. As of June 30, 2021, the Company cumulatively used HK\$6,228.7 million, accounting for approximately 85.3% of the proceeds from the Global Offering. The Company expects to utilize the balance of net proceeds of approximately HK\$1,070.6 million by the end of 2022.

全球發售所得款項用途

本公司股份於2018年9月26日在聯交所上市，全球發售所得款項淨額約7,299.3百萬港元。截至2021年6月30日止六個月，所得款項淨額已按招股章程「未來計劃及所得款項用途」一節所載方式應用。截至2021年6月30日，本公司已累計使用6,228.7百萬港元，佔全球發售所得款項的約85.3%。本公司預期於2022年底前動用所得款項淨額結餘約1,070.6百萬港元。

		As of June 30, 2021 截至2021年6月30日			
		Percentage 百分比 %	Net proceeds 所得款項淨額 HK\$ million 百萬港元	Utilized amount 動用金額 HK\$ million 百萬港元	Unutilized amount 未動用金額 HK\$ million 百萬港元
For expansion plan	擴張計劃	60.0	4,379.5	4,379.5	-
For development and implementation of new technology	開發及使用新技術	20.0	1,459.9	389.3	1,070.6
For the repayment of loan facility and credit facility	償還貸款融資及信貸融資	15.0	1,094.9	1,094.9	-
For working capital and general corporate purposes	營運資金及一般企業用途	5.0	365.0	365.0	-
Total	總計	100.0	7,299.3	6,228.7	1,070.6



Corporate Governance and Other Information

企業管治和其他資料

EVENT AFTER THE END OF REPORTING PERIOD

On August 24, 2021, (i) Ms. Shu Ping resigned as a non-executive Director, (ii) Mr. Shi Yonghong resigned as an executive Director, (iii) each of Ms. Yang Lijuan, Mr. Li Peng, Ms. Yang Hua, Ms. Liu Linyi, Mr. Li Yu, Ms. Song Qing and Mr. Yang Li has been appointed as an executive Director, (iv) each of Dr. Ma Weihua and Mr. Wu Xiaoguang has been appointed as an independent non-executive Director; (v) the corporate governance committee of the Company has been established. Please refer to the announcement of the Company dated August 24, 2021 for details.

Save as disclosed above, our Directors are not aware of any significant event requiring disclosure that has taken place subsequent to June 30, 2021 and up to the date of this interim report.

By order of the Board

Zhang Yong

Chairman of the Board

Hong Kong, August 24, 2021

報告期末後事件

於2021年8月24日，(i)舒萍女士辭任非執行董事；(ii)施永宏先生辭任執行董事；(iii)楊利娟女士、李朋先生、楊華女士、劉林毅女士、李瑜先生、宋青女士及楊立先生均已獲委任為執行董事；(iv)馬蔚華博士及吳宵光先生均已獲委任為獨立非執行董事；(v)本公司企業管治委員會已成立。有關詳情請參閱本公司日期為2021年8月24日的公告。

除上文所披露者外，繼2021年6月30日後及至本中期報告日期，董事並不知悉已發生需要披露的任何重大事項。

承董事會命

張勇

董事會主席

香港，2021年8月24日

Deloitte.

德勤

TO THE BOARD OF DIRECTORS OF HAIDILAO INTERNATIONAL HOLDING LTD.

(Incorporated in the Cayman Islands with limited liability)

致海底撈國際控股有限公司董事會

(於開曼群島註冊成立的有限公司)

INTRODUCTION

We have reviewed the condensed consolidated financial statements of Haidilao International Holding Ltd. (the “Company”) and its subsidiaries (collectively referred to as the “Group”) set out on pages 39 to 92, which comprise the condensed consolidated statement of financial position as of June 30, 2021 and the related condensed consolidated statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the six-month period then ended, and certain explanatory notes. The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited require the preparation of a report on interim financial information to be in compliance with the relevant provisions thereof and International Accounting Standard 34 “Interim Financial Reporting” (“IAS 34”) issued by the International Accounting Standards Board. The directors of the Company are responsible for the preparation and presentation of these condensed consolidated financial statements in accordance with IAS 34. Our responsibility is to express a conclusion on these condensed consolidated financial statements based on our review, and to report our conclusion solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

SCOPE OF REVIEW

We conducted our review in accordance with Hong Kong Standard on Review Engagements 2410 “Review of Interim Financial Information Performed by the Independent Auditor of the Entity” issued by the Hong Kong Institute of Certified Public Accountants. A review of these condensed consolidated financial statements consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Hong Kong Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

緒言

吾等已審閱第39至92頁所載列的海底撈國際控股有限公司（「貴公司」）及其附屬公司（統稱為「貴集團」）的簡明綜合財務報表，包括截至2021年6月30日的簡明綜合財務狀況表及截至該日止六個月期間的相關簡明綜合損益及其他全面收益表、權益變動表及現金流量表以及若干解釋性附註。根據《香港聯合交易所有限公司證券上市規則》，上市公司必須符合上市規則中的相關規定及國際會計準則理事會頒佈的《國際會計準則》第34號「中期財務報告」編製中期財務報告。貴公司董事負責根據《國際會計準則》第34號編製及呈列該等簡明綜合財務報表。吾等負責根據審閱結果對該等簡明綜合財務報表發表結論，並按照雙方協定的委聘條款，僅向閣下（作為一個團體）匯報吾等的結論，而不作任何其他用途。吾等概不就本報告的內容向任何其他人士負責或承擔任何責任。

審閱範圍

吾等已根據香港會計師公會頒佈的《香港審閱工作準則》第2410號「由實體的獨立核數師審閱中期財務資料」進行審閱。該等簡明綜合財務報表的審閱工作包括主要向負責財務及會計事宜的人員作出詢問，以及應用分析及其他審閱程序。由於審閱的範圍遠小於按照《香港核數準則》進行審計的範圍，故吾等不能保證將注意到在審計中可能會被發現的所有重大事項。因此，吾等不會發表審計意見。



Report on Review of Condensed Consolidated Financial Statements

簡明綜合財務報表的審閱報告

CONCLUSION

Based on our review, nothing has come to our attention that causes us to believe that the condensed consolidated financial statements are not prepared, in all material respects, in accordance with IAS 34.

Deloitte Touche Tohmatsu
Certified Public Accountants
Hong Kong
August 24, 2021

結論

根據吾等的審閱工作，吾等並無發現有任何事項致使吾等相信該等簡明綜合財務報表在各重大方面未有按照《國際會計準則》第34號編製。

德勤•關黃陳方會計師行
執業會計師
香港
2021年8月24日

Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income

簡明綜合損益及其他全面收益表

For the six months ended June 30, 2021

截至2021年6月30日止六個月

For the six months
ended June 30,
截至6月30日止六個月

		Notes 附註	2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Revenue	收入	4	20,094,369	9,760,605
Other income	其他收入	5	194,534	180,465
Raw materials and consumables used	原材料及易耗品成本		(8,502,381)	(4,348,184)
Staff costs	員工成本		(7,161,739)	(4,074,012)
Property rentals and related expenses	物業租金及相關開支		(198,550)	(88,149)
Utilities expenses	水電開支		(693,069)	(359,979)
Depreciation and amortization	折舊及攤銷		(2,169,144)	(1,296,990)
Travelling and communication expenses	差旅及通訊開支		(118,693)	(79,144)
Other expenses	其他開支	6	(801,006)	(510,780)
Share of profits of associates	應佔聯營公司利潤		44,394	45,452
Share of loss of a joint venture	應佔合營企業虧損		(4,831)	(3,520)
Other gains and losses	其他收益及虧損	7	(85,446)	32,821
Finance costs	財務成本	8	(303,517)	(183,003)
Profit (loss) before tax	除稅前利潤(虧損)		294,921	(924,418)
Income tax expense	所得稅開支	9	(198,413)	(40,089)
Profit (loss) for the period	期內利潤(虧損)	10	96,508	(964,507)
Other comprehensive income (expense)	其他全面收益(開支)			
Item that may be reclassified subsequently to profit or loss:	其後可能重新分類至損益的項目:			
Exchange difference arising on translation of foreign operations	換算海外業務產生匯兌差額		5,022	(33,394)
Total comprehensive income (expense) for the period	期內全面收益(開支)總額		101,530	(997,901)
Profit (loss) for the period attributable to:	以下人士應佔期內利潤(虧損):			
Owners of the Company	本公司擁有人		94,529	(964,602)
Non-controlling interests	非控股權益		1,979	95
			96,508	(964,507)

Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income

簡明綜合損益及其他全面收益表

For the six months ended June 30, 2021

截至2021年6月30日止六個月

For the six months
ended June 30,
截至6月30日止六個月

		Notes 附註	2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Total comprehensive income (expense) attributable to:	以下人士應佔全面收益 (開支)總額：			
Owners of the Company	本公司擁有人		99,551	(997,996)
Non-controlling interests	非控股權益		1,979	95
			101,530	(997,901)
EARNINGS (LOSS) PER SHARE	每股盈利(虧損)			
Basic (RMB)	基本(人民幣元)	12	0.02	(0.18)
Diluted (RMB)	攤薄(人民幣元)	12	0.02	(0.18)

Condensed Consolidated Statement of Financial Position

簡明綜合財務狀況表

As at June 30, 2021

於2021年6月30日

			As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
	Notes 附註			
Non-current Assets		非流動資產		
Property, plant and equipment	13	物業、廠房及設備	13,435,919	12,063,795
Right-of-use assets	13	使用權資產	7,879,505	7,564,609
Goodwill	14	商譽	147,228	62,383
Other intangible assets		其他無形資產	136,701	91,563
Investments in associates		於聯營公司的投資	291,442	268,526
Investment in a joint venture		於一間合營企業的投資	27,975	32,806
Financial assets at fair value through other comprehensive income		按公允值計入其他全面 收益的金融資產	90,000	-
Financial assets at fair value through profit or loss	17	按公允值計入損益的 金融資產	12,252	86,999
Deferred tax assets	15	遞延稅項資產	482,779	353,443
Other financial assets		其他金融資產	51,477	52,414
Rental deposits		租賃按金	348,053	352,290
Security deposits for other borrowing		其他借款的保證金	5,060	5,060
			22,908,391	20,933,888
Current Assets		流動資產		
Inventories		存貨	1,196,810	1,154,215
Trade and other receivables and prepayments	16	貿易及其他應收款項及 預付款項	2,202,331	2,205,415
Amounts due from related parties	26	應收關聯方款項	258,272	267,708
Financial assets at fair value through profit or loss	17	按公允值計入損益的 金融資產	1,231,086	4,000
Other financial assets		其他金融資產	19,837	23,259
Pledged bank deposits		已抵押銀行存款	15,945	17,791
Bank balances and cash		銀行結餘及現金	3,566,405	2,920,868
			8,490,686	6,593,256
Current Liabilities		流動負債		
Trade payables	18	貿易應付款項	1,422,049	1,582,571
Notes payable		應付票據	-	23,982
Other payables	19	其他應付款項	2,028,926	2,224,784
Amounts due to related parties	26	應付關聯方款項	318,200	387,072
Long term bonds	20	長期債券	36,690	-
Dividend payable		應付股息	96,586	3,805
Tax payable		應付稅項	60,759	201,412
Lease liabilities		租賃負債	1,184,789	1,057,613
Bank borrowings	21	銀行借款	3,518,494	3,721,208
Other borrowing		其他借款	22,891	22,936
Contract liabilities	22	合約負債	727,487	642,560
			9,416,871	9,867,943

Condensed Consolidated Statement of Financial Position

簡明綜合財務狀況表

As at June 30, 2021

於2021年6月30日

		Notes 附註	As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Net Current Liabilities	流動負債淨額		(926,185)	(3,274,687)
Total Assets less Current Liabilities	總資產減流動負債		21,982,206	17,659,201
Non-current Liabilities	非流動負債			
Long term bonds	長期債券	20	3,851,460	–
Deferred tax liabilities	遞延稅項負債	15	29,549	21,398
Lease liabilities	租賃負債		7,476,538	7,004,421
Bank borrowings	銀行借款	21	250,670	268,160
Other borrowing	其他借款		50,855	62,156
Provision	撥備		68,338	65,808
			11,727,410	7,421,943
Net Assets	資產淨額		10,254,796	10,237,258
Capital and Reserves	資本及儲備			
Share capital	股本		175	175
Reserves	儲備		10,240,546	10,233,776
Equity attributable to owners of the Company	本公司擁有人應佔權益		10,240,721	10,233,951
Non-controlling interests	非控股權益		14,075	3,307
Total Equity	權益總額		10,254,796	10,237,258

The condensed consolidated financial statements on pages 39 to 92 were approved and authorized for issue by the Board of Directors on August 24, 2021 and are signed on its behalf by:

董事會已於2021年8月24日批准及授權刊發載於第39至92頁之簡明綜合財務報表，並由下列人士代為簽署：

Zhang Yong
張勇
DIRECTOR
董事

Zhou Zhaocheng
周兆呈
DIRECTOR
董事

Condensed Consolidated Statement of Changes in Equity

簡明綜合權益變動表

For the six months ended June 30, 2021

截至2021年6月30日止六個月

Attributable to owners of the Company

本公司擁有人應佔

		Attributable to owners of the Company							Non-controlling interests	Total
		Share capital	Share premium	Merger reserve	Translation reserve	Statutory reserve	Retained profits	Subtotal		
		股本	股份溢價	合併儲備	換算儲備	法定儲備	保留利潤	小計	非控股權益	總計
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
As at January 1, 2021	於2021年1月1日									
(audited)	(經審核)	175	5,443,753	(6,645)	(43,982)	538,070	4,302,580	10,233,951	3,307	10,237,258
Profit for the period	期內利潤	-	-	-	-	-	94,529	94,529	1,979	96,508
Other comprehensive income	其他全面收益	-	-	-	5,022	-	-	5,022	-	5,022
Total comprehensive income for the period	期內全面收益總額	-	-	-	5,022	-	94,529	99,551	1,979	101,530
Acquisition of a subsidiary (Note 25)	收購一間附屬公司 (附註25)	-	-	-	-	-	-	-	8,789	8,789
Dividends recognized as distribution (Note 11)	確認為分派的股息 (附註11)	-	(92,781)	-	-	-	-	(92,781)	-	(92,781)
As at June 30, 2021	於2021年6月30日									
(unaudited)	(未經審核)	175	5,350,972	(6,645)	(38,960)	538,070	4,397,109	10,240,721	14,075	10,254,796
As at January 1, 2020	於2020年1月1日									
(audited)	(經審核)	175	6,147,166	(6,645)	(49,074)	253,238	4,278,141	10,623,001	3,032	10,626,033
(Loss) profit for the period	期內(虧損)利潤	-	-	-	-	-	(964,602)	(964,602)	95	(964,507)
Other comprehensive expense	其他全面開支	-	-	-	(33,394)	-	-	(33,394)	-	(33,394)
Total comprehensive (expense) income for the period	期內全面(開支)收益總額	-	-	-	(33,394)	-	(964,602)	(997,996)	95	(997,901)
Dividends recognized as distribution (Note 11)	確認為分派的股息 (附註11)	-	(703,413)	-	-	-	-	(703,413)	-	(703,413)
As at June 30, 2020	於2020年6月30日									
(unaudited)	(未經審核)	175	5,443,753	(6,645)	(82,468)	253,238	3,313,539	8,921,592	3,127	8,924,719

Condensed Consolidated Statement of Cash Flows

簡明綜合現金流量表

For the six months ended June 30, 2021

截至2021年6月30日止六個月

For the six months
ended June 30,
截至6月30日止六個月

		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Operating activities	經營活動		
Profit (loss) before tax	除稅前利潤(虧損)	294,921	(924,418)
Adjustments for:	就以下各項作出調整：		
Finance costs	財務成本	303,517	183,003
Interest income	利息收入	(18,082)	(29,221)
Share of profits of associates	應佔聯營公司利潤	(44,394)	(45,452)
Share of loss of a joint venture	應佔合營企業虧損	4,831	3,520
Depreciation of property, plant and equipment	物業、廠房及設備折舊	1,593,093	895,135
Depreciation of right-of-use assets	使用權資產折舊	558,672	387,225
Amortization of other intangible assets	其他無形資產攤銷	17,379	14,630
Impairment loss, net of reversal	減值虧損，扣除撥回		
– property, plant and equipment	– 物業、廠房及設備	33,416	16,048
– right-of-use assets	– 使用權資產	24,129	12,595
– investment in associates	– 於聯營公司的投資	21,478	–
Loss on disposal of property, plant and equipment and termination of leases, net	出售物業、廠房及設備以及終止租賃虧損淨額	4,850	19,510
Net gain arising on financial assets at fair value through profit or loss	按公允價值計入損益的金融資產產生的收益淨額	(68,277)	(15,412)
Covid-19-related rent concessions	新冠肺炎疫情相關租金減免	(11,059)	(58,390)
Net foreign exchange loss (gain)	匯兌虧損(收益)淨額	85,096	(59,749)
Operating cash flows before movements in working capital	營運資金變動前經營現金流量	2,799,570	399,024
(Increase) decrease in inventories	存貨(增加)減少	(42,293)	291,758
Decrease in trade and other receivables and prepayments	貿易及其他應收款項及預付款項減少	1,369	69,333
Decrease (increase) in rental deposits	租賃按金減少(增加)	35,544	(4,668)
Decrease in held for trading investments	持作買賣投資減少	–	2,069
Decrease in amounts due from related parties	應收關聯方款項減少	9,436	47,398
Decrease in trade payables	貿易應付款項減少	(160,522)	(199,590)
Decrease in notes payable	應付票據減少	(23,982)	(188,192)
(Decrease) increase in other payables	其他應付款項(減少)增加	(78,349)	217,935
Increase in contract liabilities	合約負債增加	84,927	35,859
(Decrease) increase in amounts due to related parties	應付關聯方款項(減少)增加	(69,031)	48,703
Cash generated from operations	經營所得現金	2,556,669	719,629
Income taxes paid	已付所得稅	(468,109)	(382,864)
Net cash from operating activities	經營活動所得現金淨額	2,088,560	336,765

Condensed Consolidated Statement of Cash Flows

簡明綜合現金流量表

For the six months ended June 30, 2021

截至2021年6月30日止六個月

For the six months
ended June 30,
截至6月30日止六個月

		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
	Note 附註		
Investing activities	投資活動		
Interest received from bank deposits	自銀行存款收取的利息	8,921	32,901
Purchase of financial assets at fair value through profit or loss	購買按公允值計入損益的金融資產	(1,218,694)	(1,280,100)
Purchase of financial assets at fair value through other comprehensive income	購買按公允值計入其他全面收益的金融資產	(90,000)	-
Proceeds on disposals of financial assets at fair value through other comprehensive income	出售按公允值計入其他全面收益的金融資產的所得款項	739	-
Proceeds on disposals of financial assets at fair value through profit or loss	出售按公允值計入損益的金融資產的所得款項	129,925	12,372
Purchase of other financial assets	購買其他金融資產	(3,246)	(2,000)
Proceeds on disposals of other financial assets	出售其他金融資產的所得款項	6,493	-
Interest received from other financial assets	自其他金融資產收取的利息	1,576	-
Withdrawal of bank deposits with original maturity over three months	提取原到期時間超過三個月的銀行存款	194,775	-
Withdrawal of deposits placed in a financial institution	提取存放於金融機構的存款	-	702,785
Interest received from deposits placed in a financial institution	自存放於金融機構的存款收取的利息	-	31,256
Purchase of property, plant and equipment	購買物業、廠房及設備	(3,201,787)	(1,807,708)
Proceeds on disposals of property, plant and equipment	出售物業、廠房及設備所得款項	17,597	2,979
Payments for rental deposits	租賃按金付款	(33,521)	(38,418)
Collection of rental deposits	收取租賃按金	2,417	1,737
Purchase of other intangible assets	購買其他無形資產	(14,563)	(5,695)
Withdrawal of pledged bank deposits	撤回已質押銀行存款	1,593	42,167
Placement of pledged bank deposits	存放已質押銀行存款	(13)	(6,372)
Lease incentive received	已收租賃獎勵	750	-
Net cash outflow on acquisition of a subsidiary	收購一間附屬公司的現金流出淨額	25	(99,035)
Net cash used in investing activities	投資活動所用現金淨額	(4,313,848)	(2,413,131)

Condensed Consolidated Statement of Cash Flows

簡明綜合現金流量表

For the six months ended June 30, 2021

截至2021年6月30日止六個月

For the six months
ended June 30,
截至6月30日止六個月

		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Financing activities	融資活動		
Dividends paid	已付股息	–	(703,413)
Repayments of bank borrowings	償還銀行借款	(2,414,153)	(60,790)
Repayments of other borrowing	償還其他借款	(11,301)	(11,301)
New bank borrowings raised	新籌集銀行借款	2,223,420	3,238,345
Proceeds from issuance of long term bonds	發行長期債券的所得款項	3,870,776	–
Repayments of leases liabilities	償還租賃負債	(465,746)	(318,545)
Interest paid	已付利息	(88,966)	(46,361)
Net cash from financing activities	融資活動所得現金淨額	3,114,030	2,097,935
Net increase in cash and cash equivalents	現金及現金等價物增加淨額	888,742	21,569
Cash and cash equivalents at beginning of the period	期初現金及現金等價物	2,682,709	2,221,962
Effect of foreign exchange rate changes	匯率變動的影響	(47,037)	4,129
Cash and cash equivalents at end of the period	期末現金及現金等價物	3,524,414	2,247,660
Represented by:	指：		
Bank balances and cash	銀行結餘及現金	3,566,405	2,247,660
Less: Bank deposits with original maturity over three months	減：原到期時間超過三個月 的銀行存款	41,991	–
		3,524,414	2,247,660



Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

1. GENERAL INFORMATION AND BASIS OF PREPARATION

The Company was incorporated in the Cayman Islands as an exempted company with limited liability on July 14, 2015 under the Companies Law, Cap. 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands with the name of Newpai International Investment Ltd.. Pursuant to a special resolution of the Company dated March 14, 2018, the Company's name was changed to Haidilao International Holding Ltd.. The address of the Company's registered office is Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman, KY1-1111 in Cayman Islands, and the address of the principal place of business is 7th Floor, No. 1 Building, No. 398 Yard, Zhongdong Road, Dongxiaokou Town, Changping District in Beijing, the People's Republic of China ("PRC"). The ultimate controlling parties are Mr. Zhang Yong and his spouse, namely Ms. Shu Ping (collectively the "Controlling Shareholders").

The shares of the Company have been listed on The Stock Exchange of Hong Kong Limited with effect from September 26, 2018.

The Company is an investment holding company. Its subsidiaries are engaged in restaurants operation, delivery business, sales of condiment products and food ingredients and others located in the PRC and overseas.

Items included in the financial statements of each of the Group's entities are recorded using the currency of the primary economic environment in which the entity operates (the "functional currency"). These condensed consolidated financial statements are presented in Renminbi ("RMB"), which is also the functional currency of the Company and its subsidiaries in mainland China.

The condensed consolidated financial statements have been prepared in accordance with International Accounting Standard 34 ("IAS 34") "Interim Financial Reporting" issued by the International Accounting Standards Board ("IASB") as well as the applicable disclosure requirements of Appendix 16 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

1. 一般資料及編製基準

本公司於2015年7月14日在開曼群島以Newpai International Investment Ltd.名稱根據開曼群島1961年第3部法例(經綜合及修訂)第22章公司法註冊成立為獲豁免有限公司。根據本公司日期為2018年3月14日的一項特別決議案,本公司名稱變更為海底撈國際控股有限公司。本公司的開曼群島註冊辦事處地址為Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman, KY1-1111及主要營業地點地址為中華人民共和國(「中國」)北京市昌平區東小口鎮中東路398號院1號樓7樓。最終控制方為張勇先生及其配偶舒萍女士(統稱「控股股東」)。

本公司股份已自2018年9月26日起於香港聯合交易所有限公司上市。

本公司為投資控股公司。其附屬公司於中國及海外從事餐廳經營、外賣業務、銷售調味品及食材以及其他業務。

計入本集團各實體財務報表的項目乃按相關實體經營所處的大體經濟環境的貨幣(「功能貨幣」)列賬。該等簡明綜合財務報表以本公司及其中國大陸附屬公司的功能貨幣人民幣(「人民幣」)呈列。

簡明綜合財務報表乃根據國際會計準則理事會(「國際會計準則理事會」)頒佈的國際會計準則第34號(「國際會計準則第34號」)「中期財務報告」,及《香港聯合交易所有限公司證券上市規則》附錄十六的適用披露規定編製而成。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

1. GENERAL INFORMATION AND BASIS OF PREPARATION

(Cont'd)

As at June 30, 2021, the Group's net current liabilities amounted to RMB926,185,000. In the opinion of the directors of the Company, the Group will have sufficient funds available from the operating activities to meet their financial obligations in the foreseeable future. The Group also closely monitors its available banking facilities to ensure that the Group will have sufficient working capital. Taking into account the future net cash inflow from operating activities and the unused banking facilities of RMB947 million as at June 30, 2021, the condensed consolidated financial statements have been prepared on a going concern basis.

2. SIGNIFICANT EVENTS AND TRANSACTIONS IN THE CURRENT INTERIM PERIOD

Acquisition of a subsidiary

On February 5, 2021, the Group acquired an 80% equity interest in Shanghai Shuhai Catering Management Co., Ltd. ("Shanghai Shuhai") with a cash consideration of RMB120,000,000. Shanghai Shuhai is principally engaged in the operation of catering business under the brand "Madam Zhu's Kitchen (漢舍中國菜)". The details of the acquisition are set out in Note 25.

3. PRINCIPAL ACCOUNTING POLICIES

The condensed consolidated financial statements have been prepared on the historical cost basis except for certain financial instruments, which are measured at fair values, as appropriate.

Other than additional accounting policies resulting from application of amendments to International Financial Reporting Standards ("IFRSs"), the accounting policies and methods of computation used in the condensed consolidated financial statements for the six months ended June 30, 2021 are the same as those presented in the Group's annual financial statements for the year ended December 31, 2020.

1. 一般資料及編製基準(續)

於2021年6月30日，本集團的流動負債淨額為人民幣926,185,000元。本公司董事認為，本集團的經營活動將產生充足資金來履行其於可預見未來的財務責任。本集團亦密切監察其可用銀行授信，以確保本集團將擁有足夠的營運資金。考慮到未來的經營活動現金流入淨額及於2021年6月30日的未動用銀行授信人民幣947百萬元，簡明綜合財務報表已按照持續經營基準編製。

2. 本中期期間的重大事件及交易

收購一間附屬公司

於2021年2月5日，本集團以現金代價人民幣120,000,000元收購上海澗海餐飲管理有限公司（「上海澗海」）80%的股權。上海澗海主要以「漢舍中國菜」品牌經營餐飲業務。收購事項詳情載於附註25。

3. 主要會計政策

除若干金融工具按公允值計量外（如適用），簡明綜合財務報表乃按歷史成本基準編製。

除因應用國際財務報告準則（「國際財務報告準則」）的修訂而導致的附加會計政策外，編製截至2021年6月30日止六個月之簡明綜合財務報表所用之會計政策及計算方法與本集團截至2020年12月31日止年度之年度財務報表所呈列者一致。



Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

3. PRINCIPAL ACCOUNTING POLICIES (Cont'd)

Application of amendments to IFRSs

In the current interim period, the Group has applied the following amendments to IFRSs issued by the IASB, for the first time, which are mandatorily effective for the annual periods beginning on or after January 1, 2021 for the preparation of the Group's condensed consolidated financial statements:

Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16

Interest Rate Benchmark Reform – Phase 2

In addition, the Group has early applied the Amendment to IFRS 16 "Covid-19-Related Rent Concessions beyond June 30, 2021".

The application of the amendments to IFRSs in the current period has had no material impact on the Group's financial positions and performance for the current and prior periods and/or on the disclosures set out in these condensed consolidated financial statements.

3. 主要會計政策 (續)

應用國際財務報告準則的修訂

於本中期期間，本集團已首次採納由國際會計準則理事會頒佈且已於2021年1月1日或之後開始之年度期間強制生效的下列國際財務報告準則的修訂，以編製本集團之簡明綜合財務報表：

國際財務報告準則第9號、
國際會計準則第39號、國際財務
報告準則第7號、國際財務報告
準則第4號及國際財務報告準則
第16號的修訂
利率基準改革 – 第二階段

此外，本集團已提前採納國際財務報告準則第16號的修訂「於2021年6月30日後的新冠肺炎疫情相關租金減免」。

本期間應用國際財務報告準則的修訂對本集團於當期及過往期間之財務狀況及表現及／或該等簡明綜合財務報表所載之披露並無重大影響。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

4. REVENUE AND SEGMENT INFORMATION

During the six months ended June 30, 2021 and 2020, the Group's revenue which represents the amount received and receivable from the restaurant operation, delivery business, sales of condiment products and food ingredients and others, net of discounts and sales related taxes, are as follows:

4. 收入及分部資料

截至2021年及2020年6月30日止六個月，本集團的收入（指餐廳業務、外賣業務、調味品及食材銷售以及其他業務的已收及應收款項，已扣除折扣及銷售相關稅項）如下：

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Restaurant operation	餐廳業務	19,510,164	9,162,652
Delivery business	外賣業務	345,655	409,645
Sales of condiment products and food ingredients	調味品及食材銷售	210,275	182,150
Others	其他	28,275	6,158
Total	總計	20,094,369	9,760,605

Information reported to Mr. Zhang Yong, who is identified as the chief operating decision maker of the Company, in order to allocate resources and to assess performance, focuses on the operating results of the Group as a whole as the Group's resources are integrated and no discrete operating segment financial information is reviewed. Accordingly, no operating segment information is presented.

本公司就資源分配及績效評估而向張勇先生（被視為本公司主要營運決策者）報告的資料主要為本集團的整體經營業績，因為本集團的資源已整合且並無獨立的經營分部財務資料可供審閱。因此，並無呈列經營分部資料。

No revenue from individual customer contributes over 10% of total revenue of the Group during the six months ended June 30, 2021 (six months ended June 30, 2020: Nil).

截至2021年6月30日止六個月，無個別客戶對本集團的總收入貢獻超過10%（截至2020年6月30日止六個月：零）。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

4. REVENUE AND SEGMENT INFORMATION (Cont'd)

The following table set forth the breakdown of the Group's revenue during the six months ended June 30, 2021 and 2020, and the breakdown of the Group's non-current assets as at June 30, 2021 and December 31, 2020 based on location of operation:

		Revenue 收入		Non-current assets (Note) 非流動資產 (附註)	
		For the six months ended June 30, 截至6月30日止六個月		As at 於	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)	June 30, 2021 2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	December 31, 2020 2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Mainland China	中國大陸	18,774,066	8,761,230	17,981,394	16,262,831
Outside mainland China	中國大陸以外	1,320,303	999,375	3,937,376	3,820,851
Total	總計	20,094,369	9,760,605	21,918,770	20,083,682

Note:

Non-current assets presented above excluded financial assets at fair value through other comprehensive income ("FVTOCI"), financial assets at fair value through profit or loss ("FVTPL"), other financial assets, rental deposits, security deposits for other borrowing and deferred tax assets.

4. 收入及分部資料 (續)

下表載列基於經營地點本集團截至2021年及2020年6月30日止六個月的收入明細及於2021年6月30日及2020年12月31日本集團非流動資產明細情況：

附註：

以上呈列的非流動資產不包括按公允值計入其他全面收益 (「按公允值計入其他全面收益」) 的金融資產、按公允值計入損益 (「按公允值計入損益」) 的金融資產、其他金融資產、租賃按金、其他借款的保證金及遞延稅項資產。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

5. OTHER INCOME

5. 其他收入

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Interest income on:	利息收入：		
– bank deposits	– 銀行存款	8,154	8,151
– deposits placed in a financial institution	– 存放於金融機構的存款	–	16,255
– rental deposits	– 租賃按金	8,478	4,815
– other comprehensive income	– 其他全面收益	739	–
– other financial assets	– 其他金融資產	711	–
		18,082	29,221
Government grants (Note i)	政府補助 (附註i)	85,057	112,721
Additional tax deduction (Note ii)	稅項加計扣除 (附註ii)	37,678	13,164
Others	其他	53,717	25,359
		194,534	180,465

Notes:

- i. The amounts represent the subsidies received from the PRC government and other governments where the overseas operations located in, for the Group's business development. During the current interim period, the Group recognized government grants of RMB43,551,000 (six months ended June 30, 2020: RMB72,891,000) in respect of Covid-19-related subsidies. There were no unfulfilled conditions in the periods in which they were recognized.
- ii. The amounts represent the additional input value added tax deduction, pursuant to the announcement of the Ministry of Finance, the State Administration of Taxation and the General Administration of Customs of the PRC, which came into effect from April 1, 2019 onwards.

附註：

- i. 該款項指就本集團業務發展自中國政府及海外業務所在地的其他政府收取的補助。於本中期期間，本集團就新冠肺炎疫情相關補助確認政府補助人民幣43,551,000元（截至2020年6月30日止六個月：人民幣72,891,000元）。於確認期間概無條件未獲達成。
- ii. 根據中國財政部、國家稅務總局及海關總署自2019年4月1日起生效的公告，該款項指增值稅進項稅加計扣除。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

6. OTHER EXPENSES

6. 其他開支

For the six months
ended June 30,
截至6月30日止六個月

		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Human resource and other consulting services expenses	人力資源及其他諮詢開支	188,910	120,014
Storage expenses	倉儲開支	169,516	107,510
Daily maintenance expenses	日常維護開支	161,378	97,801
Bank charges	銀行服務費	63,496	37,078
Business development expenses	業務發展開支	60,077	39,727
Other administrative expenses (Note)	其他行政開支(附註)	157,629	108,650
		801,006	510,780

Note:

Other administrative expenses mainly include expenses incurred on employee activities, commercial insurance, conference and other miscellaneous expenses, which individually are not material to the Group.

附註：

其他行政開支主要包括組織員工活動、商業保險、會議以及其他雜項所產生的開支，單獨而言對本集團並不重大。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

7. OTHER GAINS AND LOSSES

7. 其他收益及虧損

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Impairment loss recognized in respect of:	確認的減值虧損：		
– property, plant and equipment	– 物業、廠房及設備	(33,416)	(16,048)
– right-of-use assets	– 使用權資產	(24,129)	(12,595)
– investment in associates	– 於聯營公司的投資	(21,478)	–
Loss on disposal of property, plant and equipment and termination of leases, net	出售物業、廠房及設備以及終止租賃虧損淨額	(4,850)	(19,510)
Net foreign exchange (loss) gain	匯兌(虧損)收益淨額	(85,096)	59,749
Net gain arising on financial assets at FVTPL	按公允值計入損益的金融資產產生的收益淨額	68,277	15,412
Others	其他	15,246	5,813
		(85,446)	32,821

8. FINANCE COSTS

8. 財務成本

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Interests on lease liabilities	租賃負債利息	197,902	132,771
Interests on bank borrowings	銀行借款利息	65,742	46,039
Interests on long term bonds	長期債券利息	36,874	–
Interests on other borrowing	其他借款利息	1,861	3,331
Interests charge on unwinding of discounts	解除貼現的利息開支	1,138	862
		303,517	183,003

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

9. INCOME TAX EXPENSE

9. 所得稅開支

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Current tax:	即期稅項：		
– current period	– 本期間		
– PRC Enterprise Income Tax ("EIT")	– 中國企業所得稅 (「企業所得稅」)	317,566	75,700
– other jurisdictions	– 其他司法權區	9,256	42,804
		326,822	118,504
– under provision in prior period	– 過往期間撥備不足		
– PRC EIT	– 中國企業所得稅	542	3,861
– other jurisdictions	– 其他司法權區	92	–
		327,456	122,365
Deferred tax (Note 15)	遞延稅項(附註15)	(129,043)	(82,276)
		198,413	40,089

Under the Law of the EIT, withholding tax is imposed on dividends declared and paid to non-PRC resident in respect of profits earned by the PRC subsidiaries from January 1, 2008 onwards. As at June 30, 2021, a deferred tax liability of RMB11,850,000 (December 31, 2020: RMB11,850,000) has been recognized in respect of the undistributed earnings expected to be distributed in the foreseeable future with the tax rate of 5%.

As at June 30, 2021, the aggregate amount of taxable temporary differences associated with undistributed earnings of subsidiaries for which deferred tax liabilities have not been recognized amounted to RMB5,750,267,000 (June 30, 2020: RMB3,452,523,000). No deferred tax liability has been recognized in respect of these differences because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

根據企業所得稅法，自2008年1月1日起就中國附屬公司所賺取的利潤向非中國居民所宣派及派付的股息徵收預扣稅。於2021年6月30日，本公司就預期於可預見未來分派的未分派盈利按5%的稅率確認遞延稅項負債人民幣11,850,000元(2020年12月31日：人民幣11,850,000元)。

於2021年6月30日，與附屬公司未分派盈利相關的應課稅暫時性差額總額(並無就其確認遞延稅項負債)為人民幣5,750,267,000元(2020年6月30日：人民幣3,452,523,000元)。由於本集團能控制暫時性差額的撥回時間，且該等差額可能不會在可預見未來撥回，故並無就該等差額確認遞延稅項負債。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

10. PROFIT (LOSS) FOR THE PERIOD

The Group's profit (loss) for the period has been arrived at after charging (crediting):

10. 期內利潤(虧損)

本集團期內利潤(虧損)經扣除(計入)以下計算：

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Depreciation of property, plant and equipment	物業、廠房及設備折舊	1,593,093	895,135
Depreciation of right-of-use assets	使用權資產折舊	558,672	387,225
Amortization of other intangible assets	其他無形資產攤銷	17,379	14,630
Total depreciation and amortization	折舊及攤銷總額	2,169,144	1,296,990
Covid-19-related rent concessions (Note 13)	新冠肺炎疫情相關租金減免 (附註13)	(11,059)	(58,390)
Property rentals	物業租金		
– office premises (fixed payments)	– 辦公室物業(固定付款)	810	320
– restaurants (variable lease payments) (Note)	– 餐廳(可變租賃付款) (附註)	27,167	25,596
		27,977	25,916
Other rental related expenses	其他租金相關開支	170,573	62,233
Total property rentals and related expenses	物業租金總額及相關開支	198,550	88,149
Directors' emoluments	董事薪酬	13,602	65,030
Other staff costs:	其他員工成本：		
Salaries and other allowance	薪金及其他津貼	5,686,622	3,236,337
Employee welfare	員工福利	801,253	565,901
Retirement benefit contribution	退休福利供款	660,262	206,744
Total staff costs	員工成本總額	7,161,739	4,074,012

Note:

The variable lease payments refer to the property rentals based on pre-determined percentages of revenue less minimum rentals of the respective leases.

附註：

可變租賃付款指根據收益的預定百分比計算的物業租金減相關租賃的最低租金。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

11. DIVIDENDS

11. 股息

For the six months
ended June 30,
截至6月30日止六個月

		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Dividends recognized as distributions during the period	期內確認為分派的股息	92,781	703,413

On March 23, 2021, a final dividend of Hong Kong Dollar (“HKD”) 0.021 (equivalent to RMB0.018) per share with a total amount of HKD110,788,933 (equivalent to RMB92,781,300) was proposed to shareholders for the year ended December 31, 2020 by the Company out of share premium. The dividend was recorded as dividend payable of the Group as at June 30, 2021.

於2021年3月23日，本公司建議自股份溢價向股東宣派截至2020年12月31日止年度的末期股息每股0.021港元（「港元」）（相當於人民幣0.018元），股息總額達110,788,933港元（相當於人民幣92,781,300元）。於2021年6月30日，該股息記錄為本集團的應付股息。

On March 25, 2020, a final dividend of HKD0.15 (equivalent to RMB0.13) per share with a total amount of HKD771,388,000 (equivalent to RMB703,413,000) was proposed to shareholders for the year ended December 31, 2019 by the Company out of share premium. The dividend was paid in June 2020.

於2020年3月25日，本公司建議自股份溢價向股東宣派截至2019年12月31日止年度的末期股息每股0.15港元（相當於人民幣0.13元），股息總額達771,388,000港元（相當於人民幣703,413,000元）。該股息已於2020年6月派付。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

12. EARNINGS (LOSS) PER SHARE

The calculation of the basic and diluted earnings (loss) per share attributable to the owners of the Company is based on the following data:

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Earnings (loss)	盈利(虧損)		
Profit (loss) for the period attributable to owners of the Company	本公司擁有人應佔期內利潤(虧損)	94,529	(964,602)

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 '000 千股 (Unaudited) (未經審核)	2020 2020年 '000 千股 (Unaudited) (未經審核)
Number of shares	股份數目		
Number of ordinary shares in issue for the purpose of basic earnings (loss) per share calculation	計算每股基本盈利(虧損)的已發行普通股數目	5,300,000	5,300,000

No diluted earnings (loss) per share for the six months ended June 30, 2021 and 2020 were calculated as there were no potential ordinary shares in issue for the six months ended June 30, 2021 and 2020.

12. 每股盈利(虧損)

本公司擁有人應佔每股基本盈利(虧損)及每股攤薄盈利(虧損)乃根據以下數據計算：

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Earnings (loss)	盈利(虧損)		
Profit (loss) for the period attributable to owners of the Company	本公司擁有人應佔期內利潤(虧損)	94,529	(964,602)

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 '000 千股 (Unaudited) (未經審核)	2020 2020年 '000 千股 (Unaudited) (未經審核)
Number of shares	股份數目		
Number of ordinary shares in issue for the purpose of basic earnings (loss) per share calculation	計算每股基本盈利(虧損)的已發行普通股數目	5,300,000	5,300,000

由於在截至2021年及2020年6月30日止六個月並無已發行潛在普通股，故並無計算截至2021年及2020年6月30日止六個月的每股攤薄盈利(虧損)。

13. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS

During the current interim period, the Group purchased property, plant and equipment amounting to RMB3,082,789,000 (six months ended June 30, 2020: RMB2,040,967,000), consisting of leasehold improvement, machinery, motor vehicles, furniture and fixtures and construction in progress.

In addition, During the current interim period, the Group disposed of certain plant and machinery with an aggregate carrying amount of RMB30,651,000 (six months ended June 30, 2020: RMB23,105,000) for cash proceeds of RMB17,597,000 (six months ended June 30, 2020: RMB2,979,000), resulting in a loss of RMB13,054,000 (six months ended June 30, 2020: RMB20,126,000).

During the current interim period, certain leases were terminated by lessors, with right-of-use assets of RMB36,288,000 (six months ended June 30, 2020: RMB22,268,000) and lease liabilities of RMB44,492,000 (six months ended June 30, 2020: RMB22,884,000) derecognized, resulting in a gain of RMB8,204,000 (six months ended June 30, 2020: RMB616,000), which was recognized in other gains and losses.

As at June 30, 2021, the Group has pledged transportation equipments with net book value of approximately RMB137,832,000 (December 31, 2020: RMB137,805,000) and RMB355,625,000 (December 31, 2020: RMB368,901,000), respectively, as collaterals for other borrowing and bank borrowings. Further details of bank borrowings are set out in Note 21.

13. 物業、廠房及設備以及使用權資產

於本中期期間，本集團購置物業、廠房及設備人民幣3,082,789,000元（截至2020年6月30日止六個月：人民幣2,040,967,000元），包括租賃物業裝修、機器、汽車、傢俱及裝置以及在建工程。

此外，於本中期期間，本集團出售總賬面值人民幣30,651,000元（截至2020年6月30日止六個月：人民幣23,105,000元）的若干廠房及機器，所得現金款項為人民幣17,597,000元（截至2020年6月30日止六個月：人民幣2,979,000元），以致產生虧損人民幣13,054,000元（截至2020年6月30日止六個月：人民幣20,126,000元）。

於本中期期間，出租人終止若干租賃，並終止確認使用權資產人民幣36,288,000元（截至2020年6月30日止六個月：人民幣22,268,000元）及租賃負債人民幣44,492,000元（截至2020年6月30日止六個月：人民幣22,884,000元），以致產生收益人民幣8,204,000元（截至2020年6月30日止六個月：人民幣616,000元），其已於其他收益及虧損確認。

於2021年6月30日，本集團分別抵押賬面淨值約為人民幣137,832,000元（2020年12月31日：人民幣137,805,000元）及人民幣355,625,000元（2020年12月31日：人民幣368,901,000元）的運輸設備作為其他借款及銀行借款的擔保。有關銀行借款的進一步詳情載於附註21。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

13. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Cont'd)

During the current interim period, the Group entered into several new lease agreements for the use of restaurant operation and office premises with lease terms ranged from 1 to 16 years. The Group is required to make fixed-term payments with predetermined annual incremental rental adjustments. On lease commencement, the Group recognized right-of-use assets of RMB824,534,000 (six months ended June 30, 2020: RMB1,391,101,000) and lease liabilities of RMB813,817,000 (six months ended June 30, 2020: RMB1,368,113,000).

During the current interim period, lessors of the relevant restaurants provided rent concessions that occurred as a direct consequence of the Covid-19 pandemic to the Group through monthly rent reductions ranging from 10% to 100% over one to six months.

These rent concessions occurred as a direct consequence of Covid-19 pandemic and met of all of the conditions in IFRS 16.46B, and the Group applied the practical expedient not to assess whether the changes constitute lease modifications. During the current interim period, the effects on changes in lease payments due to forgiveness or waiver by the lessors for the relevant leases of RMB11,059,000 (six months ended 30 June 2020: RMB58,390,000) were recognized as negative variable lease payments.

13. 物業、廠房及設備以及使用權資產 (續)

於本中期期間，本集團簽訂若干新租賃協議，以獲取餐廳經營及辦公室物業1至16年租期的使用權。本集團須進行定期付款，未來年度的租金調整已事先約定。於租賃開始時，本集團確認使用權資產人民幣824,534,000元（截至2020年6月30日止六個月：人民幣1,391,101,000元）及租賃負債人民幣813,817,000元（截至2020年6月30日止六個月：人民幣1,368,113,000元）。

於本中期期間，相關餐廳的出租人透過在一至六個月內減少10%至100%的月租金為本集團提供因新冠肺炎疫情直接產生的租金減免。

因新冠肺炎疫情的直接後果產生的該等租金減免符合國際財務報告準則第16.46B號的所有條件，故本集團應用可行權宜方法不評估該變動是否構成租賃修改。於本中期期間，由於出租人就相關租賃寬減或豁免人民幣11,059,000元（截至2020年6月30日止六個月：人民幣58,390,000元），故租賃付款變動的影響確認為負可變租賃付款。

13. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Cont'd)

Impairment assessment

As a result of the changes in the current economic environment related to the Covid-19 pandemic, the Group has experienced negative conditions including suspension of business operation and lukewarm customer consumptions which indicate that the relevant property, plant and equipment and right-of-use assets may be impaired. As at June 30, 2021, the Group performed impairment testing and recognized impairment loss of RMB33,416,000 and RMB24,129,000 related to property, plant and equipment and right-of-use assets, respectively (six months ended June 30, 2020: RMB16,048,000 and RMB12,595,000).

The Group estimates the recoverable amount of the several cash generating units (“CGUs”) of restaurants to which the asset belongs when it is not possible to estimate the recoverable amount individually. The recoverable amounts of CGUs have been determined based on value in use calculation. That calculation uses cash flow projections based on financial budgets approved by the management of the Group covering the remaining lease periods with a before-tax discount rate ranging from 7.01% to 28.11% as at June 30, 2021 (June 30, 2020: 9.47% to 20.40%), which varies for restaurants operating in different countries/regions. Other key assumptions for the value in use calculations are related to the estimation of cash inflows/outflows which included revenue compound growth rate and average percentage of costs and operating expenses of revenue for the forecast period, which are based on the CGUs’ past performance and the management’s expectations for the market development.

13. 物業、廠房及設備以及使用權資產 (續)

減值評估

由於當前與新冠肺炎疫情相關的經濟環境的變化，本集團面臨不利處境，包括業務營運暫停及客戶消費興致不高，表明相關物業、廠房及設備以及使用權資產或會減值。於2021年6月30日，本集團進行減值測試並確認與物業、廠房及設備以及使用權資產相關的減值虧損分別為人民幣33,416,000元及人民幣24,129,000元（截至2020年6月30日止六個月：人民幣16,048,000元及人民幣12,595,000元）。

倘未能估計單一資產的可收回金額，本集團估計該類資產所屬餐廳的若干現金產生單位（「現金產生單位」）的可收回金額。現金產生單位的可收回金額乃根據使用價值計算得出。於2021年6月30日，該項計算使用現金流量預測，乃基於本集團管理層就稅前貼現率在7.01%至28.11%（2020年6月30日：9.47%至20.40%）之間的剩餘租期核准的財務預算，貼現率在不同國家／地區經營餐廳而有所不同。其他使用價值計算的主要假設與現金流入／流出的估計有關，當中包括收益複合增長率及於預測期內成本及收入經營開支的平均百分比，有關估計乃基於現金產生單位的過往表現及管理層對市場發展的預期。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

14. GOODWILL

14. 商譽

		Acquisition of Beijing Youdingyou 收購 北京優鼎優 RMB'000 人民幣千元	Acquisition of Shanghai Shuhai 收購 上海澗海 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
COST	成本			
At December 31, 2019 and 2020	於2019年及2020年 12月31日	92,602	–	92,602
Arising on acquisition of a subsidiary	產生自收購一間附屬公司	–	84,845	84,845
At June 30, 2021	於2021年6月30日	92,602	84,845	177,447
IMPAIRMENT	減值			
At December 31, 2019	於2019年12月31日	–	–	–
Impairment loss recognized in 2020	於2020年確認的減值虧損	30,219	–	30,219
At December 31, 2020 and June 30, 2021	於2020年12月31日及 2021年6月30日	30,219	–	30,219
CARRYING VALUES	賬面值			
At June 30, 2021	於2021年6月30日	62,383	84,845	147,228
At December 31, 2020	於2020年12月31日	62,383	–	62,383

During the current interim period, goodwill was arising on the acquisition of Shanghai Shuhai, the details of which are set out in Note 25.

於本中期期間，商譽乃產生自收購上海澗海，其詳情載於附註25。

Impairment assessment

減值評估

Unit A – Shanghai Shuhai

單位A – 上海澗海

For the purpose of impairment testing, goodwill related to Shanghai Shuhai has been allocated to Shanghai Shuhai, which is identified to be a cash generating unit (“Shuhai CGU”).

為進行減值測試，與上海澗海有關的商譽已獲分配至上海澗海，獲識別為現金產生單位（「澗海現金產生單位」）。

During the current interim period, no impairment testing has been done for Shuhai CGU as the management considered that no indicator of impairment was identified.

於本中期期間，由於管理層認為並無識別減值指標，故並無就澗海現金產生單位作出減值測試。

14. GOODWILL (Cont'd)**Impairment assessment (Cont'd)***Unit B – Beijing Youdingyou*

For the purpose of impairment testing, goodwill related to Beijing Youdingyou Catering Co., Ltd. (“Beijing Youdingyou”) has been allocated to Beijing Youdingyou and its subsidiaries, which are identified to be a cash generating unit (“Youdingyou CGU”).

The recoverable amount has been determined based on fair value less cost of disposal calculations determined using the income approach. The level of the fair value hierarchy into which the fair value measurement is categorized in its entirety is level 3. That calculation uses cash flow projections based on financial budgets approved by the management covering a 5.5-year period (six months ended June 30, 2020: 5.5year). Cash flows beyond the 5.5-year period (six months ended June 30, 2020: 5.5year) are extrapolated using a steady 3% growth rate (six months ended June 30, 2020: 3%). This growth rate is based on the relevant industry growth forecasts and does not exceed the average long-term growth rate for the relevant industry. The cash flows are discounted using a pre-tax discount rate of 14% (June 30, 2020: 16.45%). The discount rate reflects specific risks relating to the business. Other key assumptions for the fair value calculations relating to the estimation of cash inflows/outflows included revenue growth rate and the percentage of costs and operating expenses of revenue, which are based on Youdingyou CGU’s past performance and the management’s expectations for the market development. The cash flow projections, growth rates and discount rate have been reassessed as at June 30, 2021, taking into consideration the higher degree of estimation uncertainties in the current period due to how the Covid-19 pandemic may progress and evolve and volatility in financial markets, including potential disruptions of the Group’s restaurant operations.

Based on the result of the assessment, no further impairment of goodwill directly related to Beijing Youdingyou has been recognised (December 31, 2020: RMB30,219,000), at June 30, 2021.

14. 商譽 (續)**減值評估 (續)***單位B – 北京優鼎優*

為進行減值測試，與北京優鼎優餐飲管理有限公司（「北京優鼎優」）有關的商譽已獲分配至北京優鼎優及其附屬公司，獲識別為現金產生單位（「優鼎優現金產生單位」）。

可收回金額乃根據公允價值減處置成本計算採用收入法釐定。公允價值計量整體所應歸入的公允價值層級為第三級。有關計算採用現金流量預測，以管理層在5.5年期內（截至2020年6月30日止六個月：5.5年）批准之財務預算為基準。超出5.5年期（截至2020年6月30日止六個月：5.5年）之現金流量乃採用穩定增長率3%（截至2020年6月30日止六個月：3%）推算。有關增長率以相關行業增長預測為基礎且並不超過相關行業的平均長期增長率。現金流量以14%（2020年6月30日：16.45%）之稅前貼現率進行貼現。該貼現率反映出與該業務有關之特定風險。其他公允價值計算的主要假設與現金流入／流出的估計有關，當中包括收益增長率及成本及收入經營開支的百分比，有關估計乃基於優鼎優現金產生單位的過往表現及管理層對市場發展的預期。經計及新冠肺炎疫情的進展及演變以及金融市場存在波動性（包括本集團餐廳業務的潛在中斷），本期間的估計不確定性較高，現金流量預測、增長率及貼現率已於2021年6月30日重新評估。

根據評估結果，於2021年6月30日，概無進一步確認與北京優鼎優直接相關的商譽減值（2020年12月31日：人民幣30,219,000元）。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

15. DEFERRED TAX ASSETS/LIABILITIES

For the purpose of presentation in the condensed consolidated statement of financial position, certain deferred tax assets and liabilities have been offset. The following is the analysis of the deferred tax balances for financial reporting purposes:

15. 遞延稅項資產／負債

為呈列簡明綜合財務狀況表，若干遞延稅項資產及負債已予抵銷。遞延稅項結餘分析如下，供財務申報之用：

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Deferred tax assets	遞延稅項資產	482,779	353,443
Deferred tax liabilities	遞延稅項負債	(29,549)	(21,398)
		453,230	332,045

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

15. DEFERRED TAX ASSETS/LIABILITIES (Cont'd)

The followings represent the major deferred tax assets and liabilities recognized and movements thereon during the current and preceding interim periods:

15. 遞延稅項資產／負債(續)

下表為於本中期期間及過往中期期間確認的主要遞延稅項資產及負債及其變動：

		Customer loyalty scheme 會員積分計劃	Changes in fair value of financial assets 金融資產 公允價值變動	Undistributable profits of subsidiaries 附屬公司的 未分派利潤	Tax losses 稅項虧損	Right-of-use assets/lease liabilities 使用權資產/ 租賃負債	Others 其他	Total 總計
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
At January 1, 2020 (audited)	於2020年1月1日(經審核)	87,347	(234)	(38,500)	29,640	48,963	(3,807)	123,409
Credit (charge) to profit or loss (Note 9)	於損益計入(扣除)(附註9)	3,866	(205)	38,500	3,641	36,054	420	82,276
At June 30, 2020 (unaudited)	於2020年6月30日(未經審核)	91,213	(439)	-	33,281	85,017	(3,387)	205,685
Credit (charge) to profit or loss	於損益計入(扣除)	30,558	439	(11,850)	49,024	57,767	415	126,353
Exchange adjustments	匯兌調整	-	-	-	-	-	7	7
At December 31, 2020 (audited)	於2020年12月31日(經審核)	121,771	-	(11,850)	82,305	142,784	(2,965)	332,045
Credit to profit or loss (Note 9)	於損益計入(附註9)	23,784	-	-	51,125	53,300	834	129,043
Acquisition of a subsidiary (Note 25)	收購一間附屬公司(附註25)	-	-	-	-	8	(7,865)	(7,857)
Exchange adjustments	匯兌調整	-	-	-	-	-	(1)	(1)
At June 30, 2021 (unaudited)	於2021年6月30日(未經審核)	145,555	-	(11,850)	133,430	196,092	(9,997)	453,230

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

15. DEFERRED TAX ASSETS/LIABILITIES (Cont'd)

As at June 30, 2021, the Group has unused tax losses of RMB2,003,258,000 (December 31, 2020: RMB1,453,153,000) available for offset against future profits. A deferred tax asset of RMB133,430,000 (December 31, 2020: RMB82,305,000) in respect of tax losses of RMB599,982,000 (December 31, 2020: RMB386,461,000) has been recognized. No deferred tax asset has been recognized in respect of the remaining tax losses of RMB1,403,276,000 (December 31, 2020: RMB1,066,692,000) due to the unpredictability of future profit streams. Included in unrecognized tax losses are losses of RMB900,059,000 (December 31, 2020: RMB603,090,000) that will expire in 2022 to 2036. Other losses may be carried forward indefinitely.

15. 遞延稅項資產／負債(續)

於2021年6月30日，本集團擁有未動用稅項虧損人民幣2,003,258,000元（2020年12月31日：人民幣1,453,153,000元）可供抵銷未來利潤。我們已就稅項虧損人民幣599,982,000元（2020年12月31日：人民幣386,461,000元）確認遞延稅項資產人民幣133,430,000元（2020年12月31日：人民幣82,305,000元）。由於不可預測之日後利潤趨勢，我們未就餘下稅項虧損人民幣1,403,276,000元（2020年12月31日：人民幣1,066,692,000元）確認遞延稅項資產。未確認稅項虧損包括將於2022年至2036年到期的虧損人民幣900,059,000元（2020年12月31日：人民幣603,090,000元）。其他虧損可無限期結轉。

16. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS

16. 貿易及其他應收款項及預付款項

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Trade receivables	貿易應收款項	169,669	275,233
Other receivables and prepayments:	其他應收款項及預付款項：		
Loans to employees (Note)	給予員工的貸款(附註)	16,795	14,608
Prepayment to suppliers	向供應商預付款項	672,458	689,066
Prepaid operating expenses	預付經營開支	430,926	408,065
Input value-added tax recoverable	所抵扣增值稅進項稅	792,567	676,488
Interest receivable	應收利息	23	1,278
Others	其他	119,893	140,677
Subtotal	小計	2,032,662	1,930,182
Total trade and other receivables and prepayments	貿易及其他應收款項及預付款項總額	2,202,331	2,205,415

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

16. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS

(Cont'd)

Note:

Loans to employees are non-interest bearing and principally repayable within 12 months. The amounts were secured by certain assets pledged by the employees or guaranteed by other employees.

Majority of trade receivables are due from payment platforms and are normally settled within 30 days. Trade receivables are aged within 30 days based on the date of rendering of services. There were no past due trade receivables.

17. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

16. 貿易及其他應收款項及預付款項 (續)

附註：

給予員工的貸款為不計利息且主要於12個月內償還。該等款項由員工抵押的若干資產或其他員工所擔保。

大多數貿易應收款項來自支付平台，通常須於30天內結付。根據提供服務的日期，貿易應收款項的賬齡為30天內。並無已逾期貿易應收款項。

17. 按公允值計入損益的金融資產

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Financial products issued by banks (Note i)	由銀行發行的金融產品 (附註i)	292,235	4,000
Unquoted equity shares (Note ii)	無報價權益股份 (附註ii)	12,252	12,375
Private fund investments (Note iii)	私募基金投資 (附註iii)	810,052	-
Other investment (Note iv)	其他投資 (附註iv)	128,799	74,624
Total	總計	1,243,338	90,999
Analyzed as:	分析為：		
Non-current	非即期	12,252	86,999
Current	即期	1,231,086	4,000
		1,243,338	90,999

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

17. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS (Cont'd)

Notes:

- i. As at June 30, 2021, the financial products issued by banks are short-term investments denominated in RMB with no predetermined or guaranteed return and are not principal protected. These financial assets are with expected rates of return (not guaranteed), depending on the market price of underlying financial instruments, including listed shares, bonds, debentures and other financial assets.
- ii. As at June 30, 2021, the investment in unquoted equity shares represents the unquoted equity interests in a company incorporated in Australia, in which the equity interest held by the Group is less than 1%.
- iii. As at June 30, 2021, the private fund investments represent investments in private equity investment funds initiated by asset management corporations.
- iv. As at June 30, 2021, the other investment represents the limited partnership interests in a partnership, which only invests in a technology company.

17. 按公允值計入損益的金融資產 (續)

附註：

- i. 於2021年6月30日，由銀行發行的金融產品為以人民幣計值且無預設或保證回報及不保本的短期投資。該等金融資產具有預期回報率（並無保證），實際回報率視乎相關金融工具（包括上市股份、債券、債權證及其他金融資產）的市場價格。
- ii. 於2021年6月30日，於無報價權益股份的投資即一家在澳大利亞註冊成立的公司的無報價股權，本集團於該公司持有的股權不到1%。
- iii. 於2021年6月30日，私募基金投資即投資於資產管理公司發起的私募股權投資基金。
- iv. 於2021年6月30日，其他投資即於合夥企業的有限合夥權益，該合夥企業僅投資於一間科技公司。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

18. TRADE PAYABLES

Trade payables are non-interest bearing and the majority are with a credit term of 30-60 days. An aged analysis of the Group's trade payables, as at the end of the reporting period, based on the invoice date, is as follows:

		As at June 30, 2021	As at December 31, 2020
		於2021年 6月30日	於2020年 12月31日
		RMB'000	RMB'000
		(Unaudited)	(Audited)
		(未經審核)	(經審核)
Within 60 days	60日內	1,322,449	1,473,263
61 to 180 days	61日至180日	68,398	74,051
More than 181 days	181日以上	31,202	35,257
		1,422,049	1,582,571

19. OTHER PAYABLES

18. 貿易應付款項

貿易應付款項不計息，大多數的信貸期在30至60日內。於報告期末，基於發票日期的本集團貿易應付款項的賬齡分析如下：

19. 其他應付款項

		As at June 30, 2021	As at December 31, 2020
		於2021年 6月30日	於2020年 12月31日
		RMB'000	RMB'000
		(Unaudited)	(Audited)
		(未經審核)	(經審核)
Staff cost payable	員工成本應付款項	1,046,834	1,050,791
Other taxes payables	其他應付稅項	75,494	165,172
Deposits from suppliers	供應商按金	34,053	29,017
Renovation fee payables	應付裝修費	802,927	922,084
Others	其他	69,618	57,720
		2,028,926	2,224,784

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

20. LONG TERM BONDS

The carrying amounts of long term bonds are repayable:

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Within one year	一年內	36,690	-
Within a period of more than two years but not exceeding five years	為期超過兩年但不超過五年	3,851,460	-
		3,888,150	-
Less: Amounts due within one year shown under current liabilities	減：列作流動負債之於一年內到期的金額	36,690	-
Amounts shown under non-current liabilities	列作非流動負債的金額	3,851,460	-

Note:

On January 14, 2021, the Company issued long term bonds ("Bonds") in an aggregate principal amount of USD600 million which will mature on January 14, 2026 with an interest rate of 2.15% per annum. The issue price of the Bonds was 99.854% of the principal amount and the gross proceeds, before deducting underwriting discounts and commissions and other offering expenses, amounted to approximately USD599.1 million. The Company intended to use the net proceeds for its general corporate operating purposes.

20. 長期債券

長期債券須於以下期限償還的賬面值：

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Within one year	一年內	36,690	-
Within a period of more than two years but not exceeding five years	為期超過兩年但不超過五年	3,851,460	-
		3,888,150	-
Less: Amounts due within one year shown under current liabilities	減：列作流動負債之於一年內到期的金額	36,690	-
Amounts shown under non-current liabilities	列作非流動負債的金額	3,851,460	-

附註：

於2021年1月14日，本公司發行本金總額600百萬美元的長期債券（「債券」），債券將於2026年1月14日到期，年利率為2.15%。債券的發行價為本金額及所得款項總額的99.854%，扣除包銷折扣及佣金以及其他發售開支前，約為599.1百萬美元。本公司擬將其所得款項淨額用於其一般公司營運用途。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

21. BANK BORROWINGS

21. 銀行借款

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Secured (Note)	有擔保(附註)	569,450	763,351
Unsecured	無擔保	3,199,714	3,226,017
		3,769,164	3,989,368

The carrying amounts of the above bank borrowings are repayable:

上述銀行借款須於以下期限償還的賬面值：

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Within one year	一年內	3,518,494	3,721,208
Within a period of more than one year but not exceeding two years	於超過一年但不超過兩年的期間內	27,073	33,514
Within a period of more than two years but not exceeding five years	於超過兩年但不超過五年的期間內	223,597	234,646
		3,769,164	3,989,368
Less: Amounts due within one year shown under current liabilities	減：列作流動負債於一年內到期的金額	3,518,494	3,721,208
Amounts shown under non-current liabilities	列作非流動負債的金額	250,670	268,160

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

21. BANK BORROWINGS (Cont'd)

Notes:

As at June 30, 2021, bank borrowings of United States Dollar ("USD") 45,000,000 (equivalent to approximately RMB290,767,000) and HKD9,490,000 (equivalent to approximately RMB7,896,000) are guaranteed by the Company.

As at June 30, 2021, bank borrowings of Japanese Yen ("JPY") 94,162,000 (equivalent to approximately RMB5,502,000) are guaranteed by 張航, the legal representative of Haidilao Japan Co., Ltd., which is a subsidiary of the Company.

As at June 30, 2021, bank borrowings of USD41,065,000 (equivalent to approximately RMB265,285,000) are secured by certain transportation equipment of the Group and also guaranteed by the Company.

As at December 31, 2020, bank borrowings of RMB50,066,000 are guaranteed by Sichuan Xinpai Catering Management Co., Ltd. 四川新派餐飲管理有限公司, a subsidiary of the Company.

As at December 31, 2020, bank borrowings of USD45,000,000 (equivalent to approximately RMB293,710,000), HKD13,485,000 (equivalent to approximately RMB11,349,000) and RMB100,116,000 are guaranteed by the Company.

As at December 31, 2020, bank borrowings of JPY99,166,000 (equivalent to approximately RMB6,271,000) are guaranteed by 張航, the legal representative of Haidilao Japan Co., Ltd., which is a subsidiary of the Company.

As at December 31, 2020, bank borrowings of New Taiwan Dollar ("TWD") 90,400,000 (equivalent to approximately RMB20,985,000) are guaranteed by 海底撈火鍋股份有限公司, a subsidiary of the Company.

As at December 31, 2020, bank borrowings of USD43,043,000 (equivalent to approximately RMB280,854,000) are secured by certain transportation equipment of the Group and also guaranteed by the Company.

21. 銀行借款 (續)

附註：

於2021年6月30日，為數45,000,000美元（「美元」）（相當於約人民幣290,767,000元）及9,490,000港元（相當於約人民幣7,896,000元）的銀行借款由本公司作擔保。

於2021年6月30日，為數94,162,000日圓（「日圓」）（相當於約人民幣5,502,000元）的銀行借款由本公司的附屬公司Haidilao Japan Co., Ltd.的法定代表張航作擔保。

於2021年6月30日，為數41,065,000美元（相當於約人民幣265,285,000元）的銀行借款由本集團的若干運輸設備作擔保並亦由本公司作擔保。

於2020年12月31日，為數人民幣50,066,000元的銀行借款由本公司附屬公司四川新派餐飲管理有限公司作擔保。

於2020年12月31日，為數45,000,000美元（相當於約人民幣293,710,000元）、13,485,000港元（相當於約人民幣11,349,000元）及人民幣100,116,000元的銀行借款由本公司作擔保。

於2020年12月31日，為數99,166,000日圓（相當於約人民幣6,271,000元）的銀行借款由本公司的附屬公司Haidilao Japan Co., Ltd.的法定代表張航作擔保。

於2020年12月31日，為數90,400,000新台幣（「新台幣」）（相當於約人民幣20,985,000元）的銀行借款由本公司的附屬公司海底撈火鍋股份有限公司作擔保。

於2020年12月31日，為數43,043,000美元（相當於約人民幣280,854,000元）的銀行借款由本集團的若干運輸設備作擔保並亦由本公司作擔保。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

21. BANK BORROWINGS (Cont'd)

The exposure of the Group's bank borrowings are as follows:

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Fixed-rate borrowings (Note i)	定息借款 (附註i)	2,882,408	1,511,383
Variable-rate borrowings (Note ii)	浮息借款 (附註ii)	886,756	2,477,985
		3,769,164	3,989,368

Notes:

- i. As at June 30, 2021, fixed-rate borrowings of RMB2,824,872,000 carry interest at 3.30%-3.85% per annum.

As at June 30, 2021 and December 31, 2020, fixed-rate borrowings of USD8,055,000 (equivalent to approximately RMB52,034,000) and USD3,305,000 (equivalent to approximately RMB21,564,000) carry interest at 1.00% per annum. This loan is made pursuant to the Paycheck Protection Program under the Coronavirus Aid, Relief, and Economic Security Act of the United States of America (the "USA"). Subject to utilization of the loan, the Group has the right to apply for loan forgiveness, which need to be confirmed by the Small Business Administration of the USA.

As at June 30, 2021 and December 31, 2020, fixed-rate borrowings of JPY94,162,000 (equivalent to approximately RMB5,502,000) and JPY99,166,000 (equivalent to approximately RMB6,271,000) respectively carry interest at 2.00% per annum with interest free in the first three years, as the support was provided by the local government for the relief of Covid-19 pandemic.

As at December 31, 2020, fixed-rate borrowings of RMB1,462,563,000 carry interest at 3.60%-4.79% per annum.

As at December 31, 2020, fixed-rate borrowings of TWD90,400,000 (equivalent to approximately RMB20,985,000) carry interest at 2.00% per annum.

21. 銀行借款 (續)

本集團銀行借款承擔的風險如下：

	As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Fixed-rate borrowings (Note i)	2,882,408	1,511,383
Variable-rate borrowings (Note ii)	886,756	2,477,985
	3,769,164	3,989,368

附註：

- i. 於2021年6月30日，定息借款人民幣2,824,872,000元按3.30%-3.85%的年利率計息。

於2021年6月30日及2020年12月31日，定息借款8,055,000美元（相當於約人民幣52,034,000元）及3,305,000美元（相當於約人民幣21,564,000元）按1.00%的年利率計息。該筆貸款乃根據美國（「美國」）《冠狀病毒援助、救濟和經濟安全法案》項下薪酬保護項目作出。根據貸款的使用情況，本集團有權申請貸款減免（須經美國小企業管理局確認）。

於2021年6月30日及2020年12月31日，定息借款94,162,000日圓（相當於約人民幣5,502,000元）及99,166,000日圓（相當於約人民幣6,271,000元）分別按2.00%的年利率計息，前三年免息，原因為地方政府為緩解新冠肺炎疫情而提供支援。

於2020年12月31日，定息借款人民幣1,462,563,000元按3.60%-4.79%的年利率計息。

於2020年12月31日，定息借款90,400,000新台幣（相當於約人民幣20,985,000元）按2.00%的年利率計息。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

21. BANK BORROWINGS (Cont'd)

Notes: (Cont'd)

- ii. As at June 30, 2021, variable-rate borrowings of RMB302,233,000 carry interest at Loan Prime Rate minus 3.8% per annum, while the interest rates are reset quarterly.

As at June 30, 2021, variable-rate borrowings of USD45,000,000 (equivalent to approximately RMB290,767,000) carry interest at 3-Month London Interbank Offered Rate plus 1.2% per annum, and USD41,065,000 (equivalent to approximately RMB265,285,000) carry interest at 3-Month London Interbank Offered Rate plus 1.8% per annum, while the interest rates are reset quarterly.

As at June 30, 2021, variable-rate borrowings of South Korean Won ("KRW") 3,600,000,000 (equivalent to approximately RMB20,575,000) carry interest at the final return rate of Korea 91 days certificate of deposit plus 1.0% per annum.

As at June 30, 2021, variable-rate borrowings of HKD9,490,000 (equivalent to approximately RMB7,896,000) carry interest at Hong Kong Interbank Offered Rate plus 2.0% per annum, while the interest rates are reset monthly.

As at December 31, 2020, variable-rate borrowings of RMB1,303,232,000 carry interest at Loan Prime Rate minus 0%-0.235% per annum, while the interest rates are reset quarterly.

As at December 31, 2020, variable-rate borrowings of Singapore Dollar ("SGD") 8,000,000 (equivalent to approximately RMB38,228,000) carry interest at 3-Month London Interbank Offered Rate plus 0.8% per annum.

As at December 31, 2020, variable-rate borrowings of KRW3,600,000,000 (equivalent to approximately RMB21,589,000) carry interest at the final return rate of Korea 91 days certificate of deposit plus 1.5% per annum.

As at December 31, 2020, variable-rate borrowings of HKD13,485,000 (equivalent to approximately RMB11,349,000) carry interest at Hong Kong Interbank Offered Rate plus 2.0% per annum, while the interest rates are reset monthly.

21. 銀行借款 (續)

附註：(續)

- ii. 於2021年6月30日，浮息借款人民幣302,233,000元按貸款基礎利率減年息3.8%計息，而利率按季度重置。

於2021年6月30日，浮息借款45,000,000美元（相當於約人民幣290,767,000元）按三個月倫敦銀行同業拆息加年息1.2%計息，及41,065,000美元（相當於約人民幣265,285,000元）按三個月倫敦銀行同業拆息加年息1.8%計息，而利率按季度重置。

於2021年6月30日，浮息借款3,600,000,000韓圓（「韓圓」）（相當於約人民幣20,575,000元）按韓國91天存款證的最終回報率加年息1.0%計息。

於2021年6月30日，浮息借款9,490,000港元（相當於約人民幣7,896,000元）按香港銀行同業拆息加年息2.0%計息，而利率每月重置。

於2020年12月31日，浮息借款人民幣1,303,232,000元按貸款基礎利率減年息0%-0.235%計息，而利率按季度重置。

於2020年12月31日，浮息借款8,000,000新加坡元（「新加坡元」）（相當於約人民幣38,228,000元）按三個月倫敦銀行同業拆息加年息0.8%計息。

於2020年12月31日，浮息借款3,600,000,000韓圓（相當於約人民幣21,589,000元）按韓國91天存款證的最終回報率加年息1.5%計息。

於2020年12月31日，浮息借款13,485,000港元（相當於約人民幣11,349,000元）按香港銀行同業拆息加年息2.0%計息，而利率每月重置。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

21. BANK BORROWINGS (Cont'd)

Notes: (Cont'd)

ii. (Cont'd)

As at December 31, 2020, variable-rate borrowings of USD109,043,000 (equivalent to approximately RMB711,587,000) carry interest at 3-Month London Interbank Offered Rate plus 0.8%-1.8% per annum, while the interest rates are reset quarterly.

As at December 31, 2020, variable rate borrowings of RMB392,000,000, which pursuant to a factoring arrangement, carry interest at the Loan Prime Rate minus 0.45% per annum, while the interest rates are reset quarterly.

22. CONTRACT LIABILITIES

Customer loyalty scheme (Note)	會員積分計劃(附註)
Prepaid cards and issued vouchers	預付卡及已發行代金券
Advance from customers	客戶墊款

Note:

The estimated award credits which can be used in future purchases and consumptions in the restaurants arising from the customer loyalty scheme at the end of the reporting period represents the transaction price allocated to unsatisfied performance obligation.

21. 銀行借款(續)

附註：(續)

ii. (續)

於2020年12月31日，浮息借款109,043,000美元(相當於約人民幣711,587,000元)按三個月倫敦銀行同業拆息加年息0.8%-1.8%計息，而利率按季度重置。

於2020年12月31日，浮息借款人民幣392,000,000元根據保理安排按貸款基礎利率減年息0.45%計息，而利率按季度重置。

22. 合約負債

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Customer loyalty scheme (Note)	會員積分計劃(附註)	582,221	487,085
Prepaid cards and issued vouchers	預付卡及已發行代金券	134,325	129,260
Advance from customers	客戶墊款	10,941	26,215
		727,487	642,560

附註：

於報告期末會員積分計劃產生的估計獎勵積分(日後可用於餐廳購物及消費)指分配至未清償履約責任的交易價。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

23. CAPITAL COMMITMENTS

As at June 30, 2021 and December 31, 2020, the Group had the following capital commitments:

Capital expenditure in respect of acquisition of property, plant and equipment contracted for but not provided in the condensed consolidated financial statements	就收購物業、廠房及設備已訂約但未於簡明綜合財務報表撥備的資本開支
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23. 資本承諾

於2021年6月30日及2020年12月31日，本集團有以下資本承諾：

As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
327,036	556,782

24. FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS

Some of the Group's financial assets are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets are determined (in particular, the valuation technique(s) and inputs used), as well as the level of the fair value hierarchy into which the fair value measurements are categorized (Levels 1 to 3) based on the degree to which the inputs to the fair value measurements is observable.

- Level 1 fair value measurements are based on quoted prices (unadjusted) in active market for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

24. 金融工具的公允值計量

本集團的部分金融資產按各報告期末的公允值計量。下表列示如何釐定金融資產公允值（尤其是所使用的估值方法及輸入數據）的資料，以及公允值計量根據其輸入數據的可觀察程度而分類歸入的公允值等級（第一至第三級）。

- 第一級公允值計量乃基於相同資產或負債於活躍市場的報價（未經調整）所進行之計量；
- 第二級公允值計量乃基於資產或負債的可直接（即價格）或間接（即按價格推算）觀察的輸入數據所進行之計量，惟第一級所包括的報價除外；及
- 第三級公允值計量乃基於並非基於可觀察市場數據的資產或負債輸入數據（不可觀察輸入數據）的估值方法所進行之計量。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

24. FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Cont'd)

Fair value hierarchy as at June 30, 2021 (Unaudited)

24. 金融工具的公允值計量(續)

於2021年6月30日公允值等級
(未經審核)

		Level 1 第一級 RMB'000 人民幣千元	Level 2 第二級 RMB'000 人民幣千元	Level 3 第三級 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Financial assets at FVTPL	按公允值計入損益的 金融資產				
Financial products issued by banks	由銀行發行的金融產品	-	-	292,235	292,235
Unquoted equity shares	無報價權益股份	-	-	12,252	12,252
Private fund investment	私募基金投資	-	-	810,052	810,052
Other investment	其他投資	-	-	128,799	128,799
Total	總計	-	-	1,243,338	1,243,338
Financial assets at FVTOCI	按公允值計入其他全面 收益的金融資產	-	-	90,000	90,000

Fair value hierarchy as at December 31, 2020 (Audited)

於2020年12月31日公允值等級
(經審核)

		Level 1 第一級 RMB'000 人民幣千元	Level 2 第二級 RMB'000 人民幣千元	Level 3 第三級 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Financial assets at FVTPL	按公允值計入損益的金融 資產				
Financial products issued by banks	由銀行發行的金融產品	-	-	4,000	4,000
Unquoted equity shares	無報價權益股份	-	-	12,375	12,375
Other investment	其他投資	-	-	74,624	74,624
Total	總計	-	-	90,999	90,999

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

24. FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Cont'd)

24. 金融工具的公允值計量 (續)

Fair value of the Group's financial assets that are measured at fair value on a recurring basis

根據經常性基準按公允值計量的本集團金融資產的公允值

Financial assets 金融資產	Fair value as at 於下列日期的公允值		Fair value hierarchy 公允值等級	Valuation technique(s) and key input(s) 估值方法及關鍵輸入數據	Significant unobservable input(s) 重大不可觀察輸入數據
	June 30, 2021 2021年6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	December 31, 2020 2020年12月31日 RMB'000 人民幣千元 (Audited) (經審核)			
Financial products issued by banks 由銀行發行的金融產品	292,235	4,000	Level 3 第三級	Discounted cash flow. Future cash flows are estimated based on estimated return. 貼現現金流量。 未來現金流量根據估計回報進行估計。	Estimated return (Note) 估計回報 (附註)
Unquoted equity shares 無報價權益股份	12,252	12,375	Level 3 第三級	Market approach 市場法	Comparable companies and liquidity risk discount 可資比較公司及流動資金風險貼現
Private fund investment 私募基金投資	810,052	-	Level 3 第三級	Asset based approach 資產基準法	Net value of the underlying investments, adjusted by related fees. 相關投資淨值，經相關費用調整。
Other investment 其他投資	128,799	74,624	Level 3 第三級	Asset based approach and market approach 資產基準法及市場法	Net value of the underlying investments determined by market approach, adjusted by related fees and distribution of investment proceeds 按市場法釐定的相關投資淨值，經相關費用及投資所得款項分配調整。
Financial assets at FVTOCI	90,000	-	Level 3 第三級	Discounted cash flow. Future cash flows are estimated based on estimated return. 貼現現金流量。 未來現金流量根據估計回報進行估計。	Estimated return (Note) 估計回報 (附註)
按公允值計入其他全面收益的金融資產					

24. FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Cont'd)

Note:

A 5% decrease in the estimated return rates holding all other variables constant would decrease the carrying amount of financial products issued by banks and financial assets at FVTOCI by RMB531,000 as at June 30, 2021.

A 5% increase in the estimated return rates holding all other variables constant would increase the carrying amount of financial products issued by banks and financial assets at FVTOCI by RMB531,000 as at June 30, 2021.

There was no transfer between level 1, level 2 and level 3 during the current interim period.

24. 金融工具的公允值計量 (續)

附註：

若所有其他可變因素維持不變，估計回報率下降5%將導致2021年6月30日的由銀行發行的金融產品及按公允值計入其他全面收益的金融資產的賬面值減少人民幣531,000元。

若所有其他可變因素維持不變，估計回報率上升5%將導致2021年6月30日由銀行發行的金融產品及按公允值計入其他全面收益的金融資產的賬面值增加人民幣531,000元。

本中期期間內第一級、第二級與第三級之間並無轉換。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

24. FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Cont'd)

Reconciliation of Level 3 Measurements

The following table represents the reconciliation of Level 3 fair value measurements throughout the six months ended June 30, 2021 and 2020:

24. 金融工具的公允值計量(續)

第三級計量對賬

下表列報截至2021年及2020年6月30日止六個月第三級公允值計量的對賬：

		Unquoted equity shares 無報價 權益股份 RMB'000 人民幣千元	Loan receivable 應收貸款 RMB'000 人民幣千元	Financial products issued by banks 由銀行發行的金融產品 RMB'000 人民幣千元	Private fund investment 私募 基金投資 RMB'000 人民幣千元	Other investment 其他投資 RMB'000 人民幣千元
At January 1, 2020 (Audited)	於2020年1月1日 (經審核)	13,231	20,936	-	10,100	48,833
Purchase	購買	-	-	1,280,100	-	-
Redemption	贖回	-	-	(12,372)	-	-
Net gain	淨收益	-	819	12,372	152	-
Exchange adjustments	匯兌調整	196	-	-	-	724
At June 30, 2020 (Unaudited)	於2020年6月30日 (未經審核)	13,427	21,755	1,280,100	10,252	49,557
		Unquoted equity shares 無報價 權益股份 RMB'000 人民幣千元	Financial assets at FVTOCI 按公允值 計入其他 全面收益的 金融資產 RMB'000 人民幣千元	Financial products issued by banks 由銀行發行的金融產品 RMB'000 人民幣千元	Private fund investment 私募 基金投資 RMB'000 人民幣千元	Other investment 其他投資 RMB'000 人民幣千元
At January 1, 2021 (Audited)	於2021年1月1日 (經審核)	12,375	-	4,000	-	74,624
Purchase	購買	-	90,000	278,363	940,331	-
Redemption	贖回	-	(739)	-	(129,925)	-
Net gain	淨收益	-	739	10,512	2,981	54,784
Exchange adjustments	匯兌調整	(123)	-	(640)	(3,335)	(609)
At June 30, 2021 (Unaudited)	於2021年6月30日 (未經審核)	12,252	90,000	292,235	810,052	128,799

24. FAIR VALUE MEASUREMENTS OF FINANCIAL INSTRUMENTS (Cont'd)*Reconciliation of Level 3 Measurements (Cont'd)*

The total gains or losses for the period included an unrealized gains of RMB57,755,000 relating to financial assets that are measured at fair value as at June 30, 2021 (June 30, 2020: RMB971,000). Such fair value gains or losses are included in “other gains and losses”.

25. ACQUISITION OF A SUBSIDIARY

On February 5, 2021, the Group acquired an 80% equity interest in Shanghai Shuhai with a cash consideration of RMB120,000,000. This acquisition has been accounted for as acquisition of business using the purchase method. The goodwill arising on the acquisition was RMB84,845,000. Shanghai Shuhai is principally engaged in the operation of catering business under the brand “Madam Zhu’s Kitchen (漢舍中國菜)”. Shanghai Shuhai was acquired with the objective of providing synergy to the Group’s business and being in line with the strategic direction and development plan of the Group.

Consideration transferred

		RMB'000 人民幣千元
Cash	現金	120,000

Acquisition-related costs amounting to RMB220,000 have been excluded from the consideration transferred and have been recognized directly as an expense in the period within the “other expenses” line item in the condensed consolidated statement of profit or loss and other comprehensive income.

24. 金融工具的公允值計量 (續)*第三級計量對賬 (續)*

期內損益總額包括有關於2021年6月30日按公允值計量的金融資產未變現收益人民幣57,755,000元(2020年6月30日：人民幣971,000元)。該等公允值損益載於「其他收益及虧損」。

25. 收購一間附屬公司

於2021年2月5日，本集團以現金代價人民幣120,000,000元收購上海澍海的80%股權。是項收購已使用購買法作為業務收購入賬。收購產生的商譽為人民幣84,845,000元。上海澍海主要從事「漢舍中國菜」品牌旗下的餐飲業務經營。收購上海澍海旨在為本集團業務帶來協同效應，並且將與本集團的戰略方向及發展計劃一致。

已轉讓代價

收購相關成本人民幣220,000元不計入已轉讓代價，並已於期內在簡明綜合損益及其他全面收益表的「其他開支」一欄直接確認為開支。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

25. ACQUISITION OF A SUBSIDIARY (Cont'd)

Assets and liabilities recognized at the date of acquisition

		RMB'000 人民幣千元
Current assets	流動資產	
Bank balances and cash	銀行結餘及現金	2,190
Trade and other receivables and prepayments	貿易及其他應收款項及預付款項	540
Inventories	存貨	302
Non-current assets	非流動資產	
Property, plant and equipment	物業、廠房及設備	2,033
Right-of-use assets	使用權資產	44,054
Other intangible assets (Note)	其他無形資產(附註)	48,000
Deferred tax assets	遞延稅項資產	8
Current liabilities	流動負債	
Trade payables	貿易應付款項	305
Other payables	其他應付款項	1,168
Contract liabilities	合約負債	175
Lease liabilities	租賃負債	16,251
Non-current liabilities	非流動負債	
Deferred tax liabilities	遞延稅項負債	7,865
Lease liabilities	租賃負債	27,419
		43,944

Note:

The fair value of trademark at the date of acquisition amounted to RMB48,000,000, which is based on a valuation performed by an independent external valuer.

Non-controlling interests

The non-controlling interest (20%) in Shanghai Shuhai recognized at the acquisition date was measured by reference to the proportionate share of recognized amounts of net assets of Shanghai Shuhai and amounted to RMB8,789,000.

25. 收購一間附屬公司(續)

於收購日已確認的資產及負債

	RMB'000 人民幣千元
流動資產	
銀行結餘及現金	2,190
貿易及其他應收款項及預付款項	540
存貨	302
非流動資產	
物業、廠房及設備	2,033
使用權資產	44,054
其他無形資產(附註)	48,000
遞延稅項資產	8
流動負債	
貿易應付款項	305
其他應付款項	1,168
合約負債	175
租賃負債	16,251
非流動負債	
遞延稅項負債	7,865
租賃負債	27,419
	43,944

附註：

商標於收購日的公允值為人民幣48,000,000元，乃以獨立外部估值師進行的估值為依據。

非控股權益

上海澗海於收購日確認的非控股權益(20%)乃參考上海澗海已確認的資產淨值比例計量，金額為人民幣8,789,000元。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

25. ACQUISITION OF A SUBSIDIARY (Cont'd)

Goodwill arising on acquisition

		RMB'000 人民幣千元
Consideration transferred	已轉讓代價	120,000
Plus: non-controlling interests (20% in Shanghai Shuhai)	加：非控股權益(上海澗海20%)	8,789
Less: recognized amounts of net assets acquired	減：已收購資產淨值的已確認金額	43,944
Goodwill arising on acquisition	收購產生的商譽	84,845

Goodwill arose on the acquisition of Shanghai Shuhai because the consideration paid for the combination effectively included amounts in relation to the benefit of expected synergies, revenue growth, future market development and the assembled workforce of Shanghai Shuhai. These benefits are not recognized separately from goodwill because they do not meet the recognition criteria for identifiable other intangible assets.

None of the goodwill arising on this acquisition is expected to be deductible for tax purposes.

Net cash outflows arising on acquisition of Shanghai Shuhai

		RMB'000 人民幣千元
Consideration transferred	已轉讓代價	120,000
Less: cash and cash equivalent balances acquired	減：已收購現金及現金等價物結餘	2,190
Less: prepaid deposit for acquisition of a subsidiary	減：收購一間附屬公司的預付按金	1,000
		116,810

25. 收購一間附屬公司(續)

收購產生的商譽

收購上海澗海產生商譽是由於就合併支付的代價實際上包括有關上海澗海的預期協同效應利益、收入增長、未來市場發展及裝配勞動力的金額。該等利益不會與商譽分開確認，乃由於彼等並不符合就可識別其他無形資產的確認標準。

預期是項收購所產生的商譽不可用作扣稅。

收購上海澗海產生的現金流出淨額



Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

25. ACQUISITION OF A SUBSIDIARY (Cont'd)

Impact of acquisition on the results of the Group

Included in the profit for the interim period is RMB5,435,000 attributable to the additional business generated by Shanghai Shuhai. Revenue for the interim period includes RMB64,495,000 generated from Shanghai Shuhai.

Had the acquisition of Shanghai Shuhai been completed on January 1, 2021, revenue for the interim period of the Group from continuing operations would have been RMB20,106,465,000, and the profit for the interim period from continuing operations would have been RMB96,920,000. The pro forma information is for illustrative purposes only and is not necessarily an indication of revenue and results of operations of the Group that actually would have been achieved had the acquisition been completed on January 1, 2021, nor is it intended to be a projection of future results.

In determining the “pro-forma” revenue and profit of the Group had Shanghai Shuhai been acquired at the beginning of the interim period, the directors of the Company calculated depreciation and amortisation of property, plant and equipment, right-of-use assets and trademark based on the recognized amounts of property, plant and equipment, right-of-use assets and trademark at the date of the acquisition.

25. 收購一間附屬公司(續)

收購對本集團業績的影響

於中期期間利潤包括人民幣5,435,000元，歸因於上海澍海產生的額外業務。於中期期間收入包括上海澍海產生的人民幣64,495,000元。

倘收購上海澍海於2021年1月1日完成，本集團於中期期間來自持續經營業務的收入將為人民幣20,106,465,000元，及中期期間來自持續經營業務的利潤將為人民幣96,920,000元。備考資料僅供說明用途，未必反映本集團於2021年1月1日完成收購後所實際錄得的收入及經營業績，亦不擬作為未來業績的預測。

於釐定本集團的「備考」收入及利潤時（假設上海澍海已於中期期初被收購），本公司董事已根據收購日的物業、廠房及設備、使用權資產及商標的確認金額計算物業、廠房及設備、使用權資產及商標的折舊及攤銷。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES

(A) Related party transactions

During the six months ended June 30, 2021 and 2020, the Group has entered into the following transactions with related parties:

Purchase of goods/services from related parties

Relationship 關係	Nature of transaction 交易性質	For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Purchase of food ingredients 購買食材	1,554,740	929,101
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Purchase of condiment products and instant hot pot products 購買調味品及即食火鍋產品	841,435	472,179
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Storage service 倉儲服務	163,288	88,807
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Human resource consulting service 人力資源諮詢服務	124,026	33,868
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Transportation services 運輸服務	109,132	26,468
An associate invested by the Group 一間本集團投資的聯營公司	Purchase of instant hot pot products 購買即食火鍋產品	47,794	12,827
A joint venture invested by the Group 一間本集團投資的合營企業	Purchase of property, plant and equipment 購買物業、廠房及設備	27,616	10,823

26. 關聯方披露

(A) 關聯方交易

於截至2021年及2020年6月30日止六個月，本集團已與關聯方達成下列交易：

購買關聯方商品／服務

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES (Cont'd)

(A) Related party transactions (Cont'd)

Purchase of goods/services from related parties (Cont'd)

Relationship 關係	Nature of transaction 交易性質	For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Associates invested by the Controlling Shareholders 控股股東投資的聯營公司	Purchase of software 購買軟件	7,002	3,234
An associate invested by the Controlling Shareholders 一間控股股東投資的聯營公司	Software maintenance service 軟件維護服務	1,420	988
An associate invested by the Controlling Shareholders 一間控股股東投資的聯營公司	Purchase of property, plant and equipment 購買物業、廠房及設備	1,106	–
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Management service 管理服務	575	4,460
A related company controlled by the Controlling Shareholders 一間控股股東控制的關聯公司	Property management services 物業管理服務	184	154

26. 關聯方披露 (續)

(A) 關聯方交易 (續)

購買關聯方商品／服務 (續)

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES (Cont'd)

(A) Related party transactions (Cont'd)

Income from related parties

Relationship 關係	Nature of transaction 交易性質	For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Sales of devices 銷售設備	307	—
Related company controlled by the Controlling Shareholders 控股股東控制的關聯公司	Logistics services 後勤服務	134	—
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Network services 網絡服務	126	—
An associate invested by the Controlling Shareholders 一間控股股東投資的聯營公司	Network services 網絡服務	28	—

The Group is licensed by Sichuan Haidilao Catering Co., Ltd., a company controlled by the Controlling Shareholders, to use the trademark of “Haidilao (海底撈)” and the WeChat public account named “海底撈火鍋” on an exclusive and royalty-free basis for a perpetual term.

The Group owns the proprietary rights to the formulas of Haidilao Customized Products (the “Condiments Formulae”) and licenses the Condiments Formulae to Yihai International Holding Ltd. and its subsidiaries (companies controlled by the Controlling Shareholders) and its contracted manufacturers to use for production on a royalty-free basis.

26. 關聯方披露(續)

(A) 關聯方交易(續)

來自關聯方收入

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Sales of devices 銷售設備	307	—
Related company controlled by the Controlling Shareholders 控股股東控制的關聯公司	Logistics services 後勤服務	134	—
Related companies controlled by the Controlling Shareholders 控股股東控制的關聯公司	Network services 網絡服務	126	—
An associate invested by the Controlling Shareholders 一間控股股東投資的聯營公司	Network services 網絡服務	28	—

本集團獲四川海底撈餐飲股份有限公司(控股股東控制的公司)授權永久免費獨家使用「海底撈」商標及微信公眾號「海底撈火鍋」。

本集團擁有海底撈定製產品配方(「調味品配方」)的所有權，並按免特許權使用費為基準許可頤海國際控股有限公司、其附屬公司(控股股東控制的公司)及其合約生產商使用調味品配方進行生產。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES (Cont'd)

(B) Related party balances

Amounts due from related parties:

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Trade nature	交易性質		
Prepayments for food ingredients made to related companies controlled by the Controlling Shareholders	向控股股東控制的關聯公司作出的食材預付款項	258,272	258,227
Compensation receivables of inventory loss from a related company controlled by the Controlling Shareholders	應收一間控股股東控制的關聯公司的存貨虧損補償	-	9,481
Total	總計	258,272	267,708

26. 關聯方披露 (續)

(B) 關聯方結餘

應收關聯方款項：

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES (Cont'd)

(B) Related party balances (Cont'd)

Amounts due to related parties:

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Trade nature (Note)	交易性質 (附註)		
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	310,731	381,102
An associate invested by the Group	一間本集團投資的聯營公司	6,383	3,741
Associates invested by the Controlling Shareholders	控股股東投資的聯營公司	51	461
A joint venture invested by the Group	一間本集團投資的合營企業	1,035	1,768
Total	總計	318,200	387,072

Note:

Amounts due to related parties arising from the purchase of food ingredients, condiment products, software maintenance service, human resource consulting service and rental service were with a credit term of 30-60 days. As at June 30, 2021 and December 31, 2020, the amounts were aged within 30-60 days from the invoice date.

26. 關聯方披露 (續)

(B) 關聯方結餘 (續)

應付關聯方款項：

		As at June 30, 2021 於2021年 6月30日 RMB'000 人民幣千元 (Unaudited) (未經審核)	As at December 31, 2020 於2020年 12月31日 RMB'000 人民幣千元 (Audited) (經審核)
Trade nature (Note)	交易性質 (附註)		
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	310,731	381,102
An associate invested by the Group	一間本集團投資的聯營公司	6,383	3,741
Associates invested by the Controlling Shareholders	控股股東投資的聯營公司	51	461
A joint venture invested by the Group	一間本集團投資的合營企業	1,035	1,768
Total	總計	318,200	387,072

附註：

採購食材、調味品、軟件維護服務、人力資源諮詢服務及租賃服務產生的應付關聯方款項的信用期為30至60天。於2021年6月30日及2020年12月31日，該等款項的賬齡為發票日期起計30至60天內。

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES (Cont'd)

(C) Remuneration of key management personnel of the Group

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Short term employee benefits	短期員工福利	20,189	39,610
Performance related bonuses	表現花紅	212	61,940
Retirement benefit contribution	退休福利供款	130	73
		20,531	101,623

(D) Lease

Recognition of right-of-use assets:

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	4,617	4,584

26. 關聯方披露 (續)

(C) 本集團主要管理層人員薪酬

(D) 租賃

確認使用權資產：

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES (Cont'd)

(D) Lease (Cont'd)

Lease liabilities:

		As at June 30, 2021	As at December 31, 2020
		於2021年 6月30日	於2020年 12月31日
		RMB'000	RMB'000
		(Unaudited)	(Audited)
		(未經審核)	(經審核)
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	282	1,663

Depreciation on right-of-use assets:

		For the six months ended June 30, 截至6月30日止六個月	
		2021	2020
		2021年	2020年
		RMB'000	RMB'000
		(Unaudited)	(Unaudited)
		(未經審核)	(未經審核)
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	2,383	2,374
Key management personnel of the Group	本集團主要管理層人員	577	580
Total	總計	2,960	2,954

26. 關聯方披露 (續)

(D) 租賃 (續)

租賃負債：

		As at June 30, 2021	As at December 31, 2020
		於2021年 6月30日	於2020年 12月31日
		RMB'000	RMB'000
		(Unaudited)	(Audited)
		(未經審核)	(經審核)
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	282	1,663

使用權資產的折舊：

		For the six months ended June 30, 截至6月30日止六個月	
		2021	2020
		2021年	2020年
		RMB'000	RMB'000
		(Unaudited)	(Unaudited)
		(未經審核)	(未經審核)
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	2,383	2,374
Key management personnel of the Group	本集團主要管理層人員	577	580
Total	總計	2,960	2,954

Notes to the Condensed Consolidated Financial Statements

簡明綜合財務報表附註

For the six months ended June 30, 2021

截至2021年6月30日止六個月

26. RELATED PARTY DISCLOSURES (Cont'd)

(D) Lease (Cont'd)

Interest expenses of lease liabilities:

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	102	125
Key management personnel of the Group	本集團主要管理層人員	-	56
Total	總計	102	181

26. 關聯方披露(續)

(D) 租賃(續)

租賃負債的利息開支：

For the six months
ended June 30,
截至6月30日止六個月

		For the six months ended June 30, 截至6月30日止六個月	
		2021 2021年 RMB'000 人民幣千元 (Unaudited) (未經審核)	2020 2020年 RMB'000 人民幣千元 (Unaudited) (未經審核)
Related companies controlled by the Controlling Shareholders	控股股東控制的關聯公司	102	125
Key management personnel of the Group	本集團主要管理層人員	-	56
Total	總計	102	181

