



SEM Holdings Limited

澳達控股有限公司

(incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立之有限公司)

Stock code 股份代號 : 9929



2021 年報
ANNUAL REPORT

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CORPORATE INFORMATION

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. Woo Chu Fai (*Chief Executive Officer*)
Mr. Wun Chi Wai
Mr. Yu Chi Kwan

Non-Executive Directors

Mr. Wan Man Keung (*Chairman*)
Mrs. Kan Wan Wai Yee Mavis

Independent Non-Executive Directors

Mr. Lau Ping Cheung Kaizer
Dr. Sham Chung Ping Alain, *BBS*
Mr. May Tai Keung Nicholas

BOARD COMMITTEES

Audit Committee

Mr. May Tai Keung, Nicholas (*Chairman*)
Mrs. Kan Wan Wai Yee Mavis
Dr. Sham Chung Ping Alain, *BBS*

Remuneration Committee

Dr. Sham Chung Ping Alain, *BBS* (*Chairman*)
Mr. Lau Ping Cheung Kaizer
Mrs. Kan Wan Wai Yee Mavis

Nomination Committee

Mr. Lau Ping Cheung Kaizer (*Chairman*)
Mr. May Tai Keung, Nicholas
Mr. Wan Man Keung

AUTHORISED REPRESENTATIVES

Mr. Woo Chu Fai
Mr. Yip Chi Fai (resigned on 6 July 2021)
Mr. Lo Kwun Kit (appointed on 7 July 2021)

COMPANY SECRETARY

Mr. Yip Chi Fai (resigned on 6 July 2021)
Mr. Lo Kwun Kit (appointed on 7 July 2021)

AUDITORS

Deloitte Touche Tohmatsu
Registered Public Interest Entity Auditors
(resigned on 30 November 2021)
Moore Stephens CPA Limited
Registered Public Interest Entity Auditors
(appointed on 30 November 2021)

董事會

執行董事

胡柱輝先生 (*行政總裁*)
尹志偉先生
俞志軍先生

非執行董事

尹民強先生 (*主席*)
簡尹慧兒夫人

獨立非執行董事

劉炳章先生
沈仲平博士, *BBS*
梅大強先生

董事委員會

審核委員會

梅大強先生 (*主席*)
簡尹慧兒夫人
沈仲平博士, *BBS*

薪酬委員會

沈仲平博士, *BBS* (*主席*)
劉炳章先生
簡尹慧兒夫人

提名委員會

劉炳章先生 (*主席*)
梅大強先生
尹民強先生

授權代表

胡柱輝先生
葉志輝先生 (於二零二一年七月六日辭任)
盧冠傑先生 (於二零二一年七月七日獲委任)

公司秘書

葉志輝先生 (於二零二一年七月六日辭任)
盧冠傑先生 (於二零二一年七月七日獲委任)

核數師

德勤•關黃陳方會計師行
註冊公眾利益實體核數師
(於二零二一年十一月三十日辭任)
大華馬施雲會計師事務所有限公司
註冊公眾利益實體核數師
(於二零二一年十一月三十日獲委任)

CORPORATE INFORMATION 公司資料

COMPLIANCE ADVISER

Ample Capital Limited

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

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

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

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

REGISTERED OFFICE

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

HEADQUARTERS AND PRINCIPAL OFFICE OF BUSINESS

Unit B, 5/F
Wing Sing Commercial Centre
Nos.12-16 Wing Lok Street
Sheung Wan
Hong Kong

COMPANY WEBSITE

semhld.com

STOCK CODE

9929

合規顧問

豐盛融資有限公司

主要股份過戶登記處

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

香港股份過戶登記分處

卓佳證券登記有限公司
香港
皇后大道東183號
合和中心54樓

註冊辦事處

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

總部及主要營業地點

香港
上環
永樂街12-16號
永昇商業中心
5樓B室

本公司網站

semhld.com

股份代號

9929

ABOUT SEM 關於澳達

OUR PROFILE

Ready System Engineering Limited (“Ready System (Macau)”) was founded in 2006. Upon group reorganisation in 2015, Ready System (Macau) become a wholly owned subsidiary of SEM Holdings Limited (the “Company”, together with its subsidiaries, the “Group”).

We are a renowned and established electrical and mechanical (“E&M”) engineering works contractor in Macau with our focus on providing electrical-related E&M engineering works.

During the year ended 31 December 2021 (“Year 2021” or the “Year”), the Group has diversified its market risks and uncertainties by engaging projects with scope of our E&M engineering works in new Hong Kong segment through its wholly owned subsidiary, SEM Resources Limited (“SEM Resources”).

The scope of our E&M engineering works mainly consisted of supply, installation and maintenance of electrical system, for new and existing buildings in the projects of commercial and residential development, hotel development, casino development and hotel renovation in Macau and Hong Kong.

概況

全達系統工程有限公司(「全達系統(澳門)」)於二零零六年成立。於二零一五年集團重組後，全達系統(澳門)成為澳達控股有限公司(「本公司」，連同其附屬公司統稱「本集團」)之全資附屬公司。

我們是澳門享有盛譽的知名機械及電氣(「機電」)工程承建商，專注於提供電氣相關的機電工程。

於截至二零二一年十二月三十一日止年度(「二零二一年度」或「本年度」)，本集團透過其全資附屬公司SEM Resources Limited(「SEM Resources」)承接新香港板塊的機電工程範圍內的項目，以分散市場風險及不明朗性。

我們機電工程的業務範圍主要包括澳門及香港商業及住宅開發、酒店開發、娛樂場開發與酒店翻新項目中新建及現有樓宇的電氣系統的供應、安裝及保養。



ABOUT SEM 關於澳達

OUR DEVELOPMENT AND ACHIEVEMENT

發展及成就

Year 年份	Event 事件	
2006 二零零六年	<p>Ready System (Macau) was incorporated in Macau on 15 May 2006. 全達系統 (澳門) 於二零零六年五月十五日在澳門註冊成立。</p> <p>Ready System (Macau) was awarded its first casino project with a total contract sum of approximately MOP22.2 million. 全達系統 (澳門) 獲授第一個娛樂場項目，總合約金額約為22.2百萬澳門元。</p>	
2007 二零零七年	<p>Ready System (Macau) provided electrical engineering works in a mixed use development (hotel and service apartments) project with a total contract sum of approximately MOP118.6 million. 全達系統 (澳門) 向一個綜合性用途的發展 (酒店及服務式公寓) 項目提供機電工程，總合約金額約為118.6百萬澳門元。</p> <p>Ready System (Macau) was awarded its first residential apartment project with a total contract sum of approximately MOP34.8 million. 全達系統 (澳門) 獲授第一個住宅公寓項目，總合約金額約為34.8百萬澳門元。</p>	 
2008 二零零八年	<p>The annual revenue of our Group achieved approximately MOP70.0 million. 本集團實現年度收益約為70.0百萬澳門元。</p>	
2015 二零一五年	<p>Ready System (Macau) duly registered with The Land, Public Works and Transport Bureau of Macau as a registered contractor for execution of construction works. 全達系統 (澳門) 於澳門土地工務運輸局正式登記為進行建築工程的註冊承建商。</p> <p>Ready System (Macau) was awarded a project to install and supply electrical system in a residential and commercial development project at Taipa, Macau with the initial contract sum of approximately MOP138.7 million. 全達系統 (澳門) 獲授一個項目，於澳門氹仔的住宅及商業發展項目安裝及供應電氣系統，初始合約金額約為138.7百萬澳門元。</p>	
2016 二零一六年	<p>Ready System (Macau) was awarded a project to provide maintenance, supply and installation of fitting out, electrical, mechanical ventilation and air conditioning and plumbing works in a hotel renovation project at Avenida da Amizade, Macau with the initial contract sum of approximately MOP120.6 million. 全達系統 (澳門) 獲授一個項目，為澳門友誼大馬路一個酒店翻新項目提供裝修、電氣、機械通風及空調以及管道工程的保養、供應及安裝，初始合約金額約為120.6百萬澳門元。</p>	
2017 二零一七年	<p>The annual revenue of our Group first achieved over MOP200.0 million. 本集團首次實現年度收益逾200.0百萬澳門元。</p>	
2019 二零一九年	<p>Ready System (Macau) was awarded a project to supply and install electrical system in a hotel development project at Lago Nam Van, Macau with the initial contract sum of approximately MOP168.8 million (included provisional sum of approximately MOP13.6 million). 全達系統 (澳門) 獲授一個項目，為於澳門南灣湖一個酒店發展項目提供電氣系統的供應及安裝，初始合約金額約為168.8百萬澳門元 (包括臨時金額約13.6百萬澳門元)。</p>	

ABOUT SEM 關於澳達

OUR DEVELOPMENT AND ACHIEVEMENT

發展及成就 (續)

(Continued)

Year 年份	Event 事件
2020 二零二零年	<p>The Company was listed on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) on 14 February 2020.</p> <p>本公司於二零二零年二月十四日於香港聯合交易所有限公司（「聯交所」）上市。</p>
2021 二零二一年	<p>Ready System (Macau) was awarded a project to supply and install electrical system in a hospital development project at Cotai with the initial contract sum of approximately MOP123.0 million.</p> <p>全達系統（澳門）獲授一個項目，為於氹仔一個醫院發展項目提供電氣系統的供應及安裝，初始合約金額約為123.0百萬澳門元。</p> <p>SEM Resources was awarded projects to supply and install electrical system in a data centre development project at Kwai Chung and in sport park development project at Kai Tak with the initial contract sums of approximately HK\$42.0 million (equivalent to approximately MOP43.4 million) and of approximately HK\$358.6 million (equivalent to approximately MOP369.9 million), respectively.</p> <p>SEM Resources 獲授項目，為於葵涌一個數據中心發展項目及於啟德的體育公園開發項目提供電氣系統的供應及安裝，初始合約金額分別約為42.0百萬港元（折合約43.4百萬澳門元）及358.6百萬港元（折合約369.9百萬澳門元）。</p>



OUR BUSINESS STRATEGIES

我們的業務策略



ABOUT SEM 關於澳達

OUR BUSINESS MODEL

業務模式

<p>Quotation/tender submission and acceptance (3 months)</p> <ul style="list-style-type: none"> Receive the invitation to submit quotation/tender from our customers Submit quotation/tender, negotiate with our customers on the prices and terms, interview with customers and/or dealing with customers' enquiries Accept the offer from our customer if a written letter of intent is issued by our customers or quotation with our customer is signed 	<p>報價／投標提交及接納 (三個月)</p> <ul style="list-style-type: none"> 接受客戶提交報價／投標的邀請 提交報價／投標，與客戶就價格及條款進行磋商，與客戶面談及／或處理客戶的詢問 倘客戶發出書面意向函或與客戶簽署報價，則接受客戶要約
<p>Project implementation (2 weeks to 3 months)</p> <ul style="list-style-type: none"> Form a project team which normally comprise a project manager, site supervisor and engineer Prepare and submit, among others, working drawing and detailed work programme Engage imported workers and subcontractor Procure electrical parts and components and renting machines and equipment Satisfy performance bond requirements 	<p>項目實施 (兩週至三個月)</p> <ul style="list-style-type: none"> 成立一個項目團隊，一般由一名項目經理、工地主管及工程師組成 編製及提交 (其中包括) 工程圖紙及詳細工作計劃 委聘輸入勞工及分包商 採購電氣零部件並租用機器及設備 滿足履約保函要求
<p>Installation, testing and commissioning (12 to 24 months)</p> <ul style="list-style-type: none"> Carry out installation and other ancillary works as scheduled in the detailed work programme Submit application to our customers for progress payment and certification monthly Carry out site acceptance test on the electrical system installed to ensure conformity to contractual specifications Negotiate with our customers for re-measurement and variation orders from the contract 	<p>安裝、測試及調試 (12至24個月)</p> <ul style="list-style-type: none"> 按照詳細工作計劃的時間表進行安裝及其他輔助工程 按月向客戶提交進度付款及驗證申請 對所安裝的電氣系統進行現場驗收測試，以確保符合合約規範 就重新計量及變更合約訂單與客戶進行磋商
<p>Defect liability period (12 to 24 months)</p> <ul style="list-style-type: none"> Make good any defects at our own cost within the defect liability period Collect the residue of the retention money and the performance bond upon the end of defect liability period 	<p>缺陷責任期 (12至24個月)</p> <ul style="list-style-type: none"> 於缺陷責任期內自費修復任何瑕疵 於缺陷責任期末收取保留金餘額及履約保函

CHAIRMAN'S STATEMENT

主席報告

Dear Shareholders,

On behalf of the board (the "Board") of Directors (the "Directors"), I am pleased to present the annual report of the Group for the Year 2021.

The Group has marked a major milestone the year of 2020 with its listing on the Main Board of the Stock Exchange on 14 February 2020 (the "Listing"), undoubtedly providing an effective platform for the Group's further development in the market. The additional capital raised and a broader capital base as a result of the Listing reinforce our determination to the future growth in the E&M engineering works in Macau and promote our Group as a well-organised enterprise to the public.

The Group has recorded a net loss for the Year and a sharp increase in revenue for the Year 2021. This is mainly due to a combination of the factors including (i) increase in revenue as a result of the ease of quarantine measures for COVID-19 epidemic imposed by the Macau SAR Government which lead to improvement in construction progress for certain Group's on-going projects for the Year 2021; (ii) extra revenue from new projects in new Hong Kong segment as a result of successful market strategy implemented by management to diversify the uncertainty and risk imposed by COVID-19 epidemic; (iii) increased labour costs in Macau market due to limited import labour quotas in the period of COVID-19 epidemic; and (iv) lower profit margins of certain awarded projects during the Year 2021 as a result of higher labour costs and material costs in Hong Kong market and fierce competition in the construction market.

The COVID-19 outbreak that spread around the world since January 2020 continued to have a materially adverse effect on our operating results in the Year 2021, though certain results showed improvement in comparison with the year ended 31 December 2020 ("Year 2020").

The economy of Macau SAR in terms of gross domestic product increased in the second and third quarters of 2021, rise by 68.6% and 32.9%, respectively, period-on-period in real terms, but was still only 56.8% and 51.3% of the pre-pandemic level of 2019 for the same period. At the present time, given the evolving conditions of and in response to the COVID-19 pandemic, including the more recent appearance of COVID-19 variants, it is not possible to determine when travel restrictions will be further liberalised or whether they could be reintroduced if there are adverse developments in the pandemic situation.

尊敬的股東：

本人欣然代表本集團董事（「董事」）會（「董事會」）呈報二零二一年度之年報。

本集團於二零二零年度開啟一個重要里程碑，即於二零二零年二月十四日在聯交所主板上市（「上市」），其無疑為本集團於市場的進一步發展提供一個高效平台。上市所籌集的額外資金及更廣闊的資本基礎令我們更加堅定於澳門未來發展機電工程，並有助於向公眾展示本集團為組織完善的企業。

於二零二一年度，本集團錄得年內淨虧損及收益急劇增加。此乃主要由於多項因素之合併影響所致，包括(i)因澳門特別行政區政府對COVID-19疫情的檢疫措施有所放鬆，導致本集團若干正在進行的項目於二零二一年度的施工進度有所改善而收入增加；(ii)由於管理層實施分散COVID-19疫情帶來的不確定性及風險的成功市場策略，令新香港板塊有來自新項目的額外收入；(iii)由於COVID-19疫情期間有限的進口勞動配額導致澳門市場的人工成本增加；及(iv)由於香港市場較高的人工成本及材料成本以及建築市場之激烈競爭令二零二一年度獲授之若干項目利潤率較低。

自二零二零年一月以來全球蔓延的COVID-19疫情繼續對我們於二零二一年度的經營業績產生重大不利影響，儘管與截至二零二零年十二月三十一日止年度（「二零二零年度」）相比，若干業績有所改善。

於二零二一年第二及第三季度，澳門特別行政區的經濟就本地生產總值而言有所增長，按實際價值計算，環比分別上升68.6%及32.9%，但同期仍僅達到二零一九年的疫情前水平的56.8%及51.3%。目前，鑒於COVID-19疫情不斷變化的狀況及為應對疫情（包括最近出現的COVID-19變種），不可能確定何時將進一步放寬旅行限制，或倘疫情的形勢出現不利發展，是否可能重新實施旅行限制。

CHAIRMAN'S STATEMENT 主席報告

Despite of the unprecedented impact to the global economic market caused by the COVID-19 pandemics, which created increasing challenges on business operation of the Group in Macau and Hong Kong, going forward, we are still optimistic about the prospects of electrical-related E&M engineering industry. We have developed our E&M maintenance department to further enlarge the Group's revenue base and hence achieve its long-term growth in the coming future after the recovery from the epidemic. We have also actively sought for opportunities in undertaking additional E&M engineering services related projects, for example, developing the Hong Kong E&M engineering services market, which would stabilise the Group's revenue base in the period of COVID-19 epidemic and in the long-run. For our principal market in Macau, we have continued to exercise our leading knowledge and skills in providing electrical-related E&M engineering services to our clients. With the advantage of the perfect-harmony cooperation with our customers, suppliers and subcontractors, the Group is optimistic about the revenue growth and prospects of electrical-related E&M engineering industry in the coming years.

On behalf of the Board, I would like to express my sincere appreciation to all business partners, professional parties and our shareholders for their unwavering trust and support to the Group towards the successful Listing. I also wish to thank the management team and all fellow staff members for their dedication, professionalism and contributions. To end off, the Group will remain perseverant and determined in assuring the long-term development and greater returns to our shareholders.

Wan Man Keung
Chairman

Hong Kong, 25 March 2022

儘管COVID-19疫情對全球經濟市場所造成前所未有的影響，令本集團於澳門之業務營運面臨日益嚴峻的挑戰，惟展望未來，我們仍對與電氣相關機電行業之前景持樂觀態度。我們發展機電保養部門以進一步擴大本集團之收入基礎，從而於疫情恢復後在不久的將來實現長期增長。我們亦積極物色承接額外機電工程服務相關項目之機會，如開拓香港機電工程服務之市場，其將於COVID-19疫情期間及長期穩定本集團之收入基礎。就我們於澳門之主要市場而言，我們繼續運用我們的領先知識及技能為客戶提供電氣相關機電工程服務。憑藉與我們客戶、供應商及分包商合作無間的優勢，本集團對於未來數年收益增長及電氣相關機電行業之前景充滿信心。

本人謹代表董事會衷心感謝所有業務合作夥伴、專業人士及我們股東一直以來對本集團成功上市的信任及支持。本人同時亦對管理團隊及全體同仁的辛勤努力、專業精神及貢獻致以衷心謝意。最後，本集團將堅持不懈並堅定信念，確保長期發展並為股東帶來更大回報。

尹民強
主席

香港，二零二二年三月二十五日

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

BUSINESS REVIEW AND MARKET PROSPECT

Ready System (Macau) was founded in 2006. We are a renowned and well-established E&M engineering works contractor in Macau with our focus on providing electrical-related E&M engineering works. The scope of our E&M engineering works mainly consisted of supply, installation and maintenance of electrical system, for new and existing buildings in the projects of commercial and residential property development, public property development, hotel and casino development and renovation in Macau. During the Year 2021, the Group has diversified its market risks and uncertainties by engaging projects with scope of our E&M engineering works in new Hong Kong segment through its wholly owned subsidiary, SEM Resources.

During the Year 2021, 15 E&M engineering services projects with an aggregate contract sum of approximately MOP564.4 million were awarded. The Group had completed 8 E&M engineering services projects in the Year 2021. As at 31 December 2021, the Group's backlog included 16 E&M engineering services projects, with an aggregate outstanding contract sum of approximately MOP441.7 million.

During the Year 2021, the Group recorded total revenue of approximately MOP182.2 million, which increased by approximately MOP111.9 million or 159.4% from approximately MOP70.2 million for the Year 2020. The increase was mainly attributable to (i) the ease of quarantine measures for COVID-19 epidemic imposed by the Macau Special Administrative Region ("SAR") Government which led to improvement in construction progress for certain Group's on-going projects for the Year 2021; and (ii) extra revenue from new projects in new Hong Kong segment as a result of successful market strategy implemented by management to diversify the uncertainty and risk imposed by COVID-19 epidemic.

業務回顧及市場前景

全達系統(澳門)乃於二零零六年成立。我們是澳門享有盛譽的知名電力及機械工程承建商，專注於提供電氣相關的機電工程。我們機電工程的業務範圍主要於澳門包括商業及住宅物業開發、公眾物業開發、酒店及娛樂場開發與翻新項目中新建及現有樓宇的電氣系統的供應、安裝及保養。於二零二一年度，本集團透過其全資附屬公司 SEM Resources 承接新香港板塊的機電工程範圍內的項目，以分散市場風險及不明朗性。

於二零二一年度，我們獲授15個機電工程服務項目，總合約金額為約564.4百萬澳門元。於二零二一年度，本集團已完成8個機電工程服務項目。於二零二一年十二月三十一日，本集團的積存項目包括16個機電工程服務項目，尚未完成的合約金額為約441.7百萬澳門元。

於二零二一年度，本集團錄得總收益約182.2百萬澳門元，較二零二零年度的約70.2百萬澳門元增加約111.9百萬澳門元或159.4%。增加乃主要由於(i)澳門特別行政區(「特別行政區」)政府就COVID-19疫情採取的檢疫措施有所放鬆，改善了於二零二一年度本集團若干正在進行的項目的建設進度；及(ii)管理層分散COVID-19疫情帶來的不明朗性及風險的成功市場策略令新香港板塊的新項目有額外收益。



MANAGEMENT DISCUSSION AND ANALYSIS 管理層討論及分析

BUSINESS REVIEW AND MARKET PROSPECT

(Continued)

The economy of Macau SAR in terms of gross domestic product increased in the second and third quarters of 2021, rise by 68.8% and 32.9%, respectively, period-on-period in real terms, but was still only 56.8% and 51.3% of the pre-pandemic level of 2019 for the same period. The economic growth is mainly due to the improvement in service exports as a result of a rebound in visitor arrivals and gambling services. Nevertheless, COVID-19 control measures still affects the economy of Macau SAR.

The Group has been keen to seeking opportunities in undertaking new projects of E&M engineering services in its principal market in Macau and expand its scale of operation through its intended effort in the Hong Kong market from both existing and potential new customers to diversify the market risks. Benefit from undertaking project in new market in Hong Kong, the Group generated additional project revenue of MOP78.3 million in new geographical segment in Hong Kong in the Year 2021 when compared with the Year 2020. The Group was therefore able to explore more business opportunities in face of the economic downturn as a result of COVID-19 epidemic. Despite we understand that Macau SAR Government has promoted the construction of Smart City, ranging from hospitality facilities, transportation management to telecommunications and 5G network. Considering the latest situation of Macau's economy from the impact of COVID-19 epidemic, the Directors believe that the Group has faced increasing challenges on its Macau business operation since 2021, however, the Directors also anticipate a better business environment after the epidemic. The Group has developed its E&M maintenance department including acquisition of a workshop and certain equipment in the Year 2021, for which such new development allows the Group to further enlarge its revenue base and hence achieve its long-term growth in the future. This is in line with the Group's future plan as disclosed in section headed "Future plans" in the prospectus of the Company dated 31 January 2020 (the "Prospectus").

Hence, management is cautiously optimistic about the E&M markets in Macau and Hong Kong after the recovery from the epidemic and will continue to strive for capturing the new market and new trend of rising needs for E&M engineering services.

業務回顧及市場前景 (續)

於二零二一年第二及第三季度，澳門特別行政區的經濟就本地生產總值而言所增長，按實際價值計算，環比分別上升68.8%及32.9%，但同期仍僅達到二零一九年的疫情前水平的56.8%及51.3%。經濟增長乃主要由於遊客到訪人數及博彩服務的反彈令服務出口有所改善。然而，COVID-19控制措施仍對澳門特別行政區的經濟造成影響。

本集團一直致力於尋求在其澳門主要市場承接新機電工程服務項目的機會及通過於香港市場的預期努力擴大來自現有及潛在新客戶的業務規模以分散市場風險。受惠於承接香港新市場的項目，與二零二零年度相比，於二零二一年度本集團在香港新地區板塊產生78.3百萬澳門元的額外項目收益。因此本集團於面對COVID-19疫情導致的經濟下行能開拓更多業務機會。儘管我們了解澳門特別行政區政府已推動智慧城市建設，涵蓋由酒店設施、運輸管理至電信及5G網絡。考慮到受COVID-19疫情影響之澳門經濟之最新形勢，董事認為，本集團之澳門業務營運自二零二一年起面臨日益嚴峻的挑戰，然而，董事亦預期疫情後有更好的營商環境。本集團已發展機電保養部門，包括於二零二一年度收購一個工場及若干設備，有關新發展可令本集團進一步擴大其收益基礎，從而可實現未來長期增長。此與本公司日期為二零二零年一月三十一日的招股章程（「招股章程」）「未來計劃」一節所披露本集團之未來計劃一致。

因此，管理層對疫情恢復後澳門及香港之機電市場持審慎樂觀態度，並將繼續努力把握新市場及機電工程服務需求日益增長的新趨勢。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

FINANCIAL REVIEW

Revenue

The Group's revenue increased by 159.4% from approximately MOP70.2 million for the Year 2020 to approximately MOP182.2 million for the Year 2021. Such increase was mainly due to a combination of factors as disclosed in section headed "BUSINESS REVIEW AND MARKET PROSPECT".

財務回顧

收益

本集團的收益由二零二零年度的約70.2百萬澳門元增加159.4%至二零二一年度的約182.2百萬澳門元。有關增加乃主要由於「業務回顧及市場前景」一節所披露多項因素之合併影響所致。

		2021 二零二一年		2020 二零二零年	
		MOP million 百萬澳門元	%	MOP million 百萬澳門元	%
Hotels and Casinos	酒店及娛樂場	29.6	16.2%	65.6	93.4%
Residential properties	住宅物業	10.5	5.8%	1.0	1.4%
Commercial properties	商業物業	66.3	36.4%	1.4	2.0%
Public properties	公眾物業	74.9	41.1%	–	–
Others	其他	0.9	0.5%	2.2	3.2%
		182.2		70.2	

Cost of sales

The Group's cost of sales amounted to approximately MOP160.7 million for the Year 2021, representing an increase of 169.2% from approximately MOP59.7 million for the Year 2020. Cost of sales mainly comprised of costs of materials and subcontracting costs, which accounted for approximately 36.5% and 49.8% respectively of the Group's total cost of sales for the Year 2021 (2020: 33.3% and 42% respectively). The increase in cost of sales for the Year 2021 mainly due to increase in revenue for the Year 2021.

銷售成本

二零二一年度，本集團的銷售成本為約160.7百萬澳門元，較二零二零年度的約59.7百萬澳門元增加169.2%。銷售成本主要包括材料成本及分包成本，分別佔本集團二零二一年度總銷售成本的約36.5%及49.8%（二零二零年：分別為33.3%及42%）。二零二一年度之銷售成本增加乃主要由於二零二一年度之收益增加。



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

FINANCIAL REVIEW (Continued)

Gross Profit/Gross Profit Margin

The Group's overall gross profit for the provision of E&M engineering works increased to approximately MOP21.5 million for the Year 2021 from approximately MOP10.6 million for the Year 2020. The gross profit margin decreased from 15.1% for the Year 2020 to approximately 11.8% for the Year 2021.

The increase in gross profit was mainly due to improvement on the Group's overall project performance in the Year 2021. This contributed to significant reduction of net loss of the Group in the Year 2021 and enhancement of the Group's cashflows.

The decrease in gross profit margin was mainly attributable to (i) generally lower profit margins of certain awarded projects during the Year 2021 as a result of higher labour costs and material costs in Hong Kong market and fierce competition in the construction market; (ii) increased labour costs in Macau market due to limited import labour quotas in the period of COVID-19 epidemic; and (iii) the projects for the Year 2020 with relatively higher gross profit margin due to the variation works as a result of the alteration of the construction plan and our successful negotiation with our customers for a relatively higher profit margin in view of the short completion time required. Those projects were at their latter stage and approaching practical completion, of which the gross profit contribution is relatively larger for the Year 2020.

Despite the decrease in gross profit margin of the Group in the Year 2021, the Directors consider that the gross profit margin has been maintained at a healthy position as such gross profit margin in the Year 2021 is in the lower end project margins in historical records and also given the economic downturn due to COVID-19 epidemic. The Group is striving for bidding potential projects with higher gross profit margin and costs saving to maintain higher gross margin of the Group.

Other income

Other income mainly included interest income from banks, government grants, disposal of scrap materials and sundry income. For the Year 2021, the Group's other income amounted to approximately MOP0.8 million (Year 2020: approximately MOP1.3 million). Such decrease was mainly attributable to the absence of one-off government grant for securing the employments of the Group.

財務回顧 (續)

毛利／毛利率

本集團所提供的機電工程整體毛利由二零二零年度的約10.6百萬澳門元增加至二零二一年度的約21.5百萬澳門元。毛利率由二零二零年度的15.1%下降至二零二一年度的約11.8%。

毛利的增加主要是由於本集團於二零二一年度的整體項目表現有所改善。此有助於大幅減少本集團於二零二一年度的淨虧損及提高本集團的現金流量。

毛利率的下降乃主要由於(i)香港市場的勞工成本及材料成本較高及建築市場之激烈競爭令於二零二一年度獲授之若干項目之利潤率整體較低；(ii)由於COVID-19疫情期間有限的進口勞動配額導致澳門市場的人工成本增加；及(iii)二零二零年度毛利率相對較高的項目(因為施工計劃變動引致變更工程，及鑑於要求短期完工而我們與客戶成功磋商後毛利率相對較高)所致。該等項目處於後期階段及接近實際完工，其於二零二零年度的毛利貢獻相對較大。

儘管本集團於二零二一年度的毛利率下降，惟董事認為，毛利率仍維持穩健，原因為二零二一年度毛利率是歷來記錄中項目利潤率的低位及鑒於COVID-19疫情導致的經濟下行。本集團正在努力競標具有較高毛利率及節約成本的潛在項目，以維持本集團的較高毛利率。

其他收入

其他收入主要包括來自銀行利息收入、政府補貼、廢料處置及雜項收入。二零二一年度，本集團的其他收入為約0.8百萬澳門元(二零二零年度：約1.3百萬澳門元)。有關減少乃主要由於沒有就本集團保就業的一次性政府補助所致。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

FINANCIAL REVIEW (Continued)

Impairment losses under ECL model, net of reversal

The prolonged COVID-19 epidemic adversely affected business operations of a group of project employer (the “Project Employer Group”) of the Group’s sizable E&M engineering project of a hotel development (the “Project”) in 2020, of which the outstanding contract assets and trade receivables with gross balances amounted to MOP30,637,000 and MOP11,335,000, respectively were outstanding as at 31 December 2021. The Project Employer Group suspended the development of the Project since the third quarter of 2020. The ultimate holding company of the Project Employer Group is a listed company in the Stock Exchange, who announced the disposal of interest in the Project Employer Group to a third party (the “Purchaser”) for generating more cash to finance its operation under the COVID-19 pandemic environment.

Despite the Group’s direct customers of the Project (the “Direct Customers”) are not the Project Employer Group itself as mentioned above, this increases the credit risks of the trade receivables and contract assets of the Project. At 31 December 2021, the Group has recognised cumulative credit loss allowance on contract assets and trade receivables of approximately MOP9.8 million and MOP3.0 million (31 December 2020: approximately MOP3.8 million and MOP1.3 million), respectively, of which credit loss allowance of approximately MOP5.5 million and MOP2.0 million (31 December 2020: approximately MOP2.8 million and MOP1.0 million) are related to contract assets and trade receivables of the Project, respectively.

Management of the Group has actively communicated with the Direct Customers and understand that the Direct Customers have commenced legal actions via arbitration against the main-contractor of the Project. During the Year 2021, one of the Direct Customers was invited to participate a hearing section of arbitration related to the Project, who was awarded in favour in such arbitration. It is expected the whole arbitration process will finish by the end of 2022. In addition, we believe that we can recover the amount due from the Direct Customers because (i) no matter what happens, our rights to demand outstanding payments from the Direct Customers are not affected by any other arrangements of other parties involved in the Project; (ii) good and long-term on-going business relationships between the Group and the Direct Customers for more than ten years with no default in history. Furthermore, there were continuing settlements and certification of completed works for billing after the suspension of the Project during the Year 2021; and (iii) the Group obtained a repayment commitment from the Direct Customer to fully repay the outstanding contract assets and trade receivables by the completion of arbitration.

財務回顧 (續)

預期信貸虧損模式項下之減值虧損，扣除撥回

於二零二零年持續的COVID-19疫情對本集團的一個大型酒店開發項目的機電工程項目(「該項目」)的一組項目僱主(「項目僱主組合」)的業務營運產生不利影響，該項目的合約資產及應收貿易賬款，尚未償還總餘額於二零二一年十二月三十一日分別為30,637,000澳門元及11,335,000澳門元。項目僱主組合自二零二零年第三季度起暫停開發該項目。項目僱主組合的最終控股公司為一間於聯交所上市的公司，其已公佈將項目僱主組合的權益出售予第三方(「買方」)以於COVID-19疫情環境下產生更多現金為其營運提供資金。

儘管本集團該項目之直接客戶(「直接客戶」)並非上述其本身項目僱主組合，惟其令該項目之應收貿易賬款及合約資產產生之信貸風險增加。於二零二一年十二月三十一日，本集團已就合約資產及應收貿易賬款分別確認約9.8百萬澳門元及3.0百萬澳門元(二零二零年十二月三十一日：約3.8百萬澳門元及1.3百萬澳門元)之累計信貸虧損撥備，其中信貸虧損撥備5.5百萬澳門元及2.0百萬澳門元(二零二零年十二月三十一日：約2.8百萬澳門元及1.0百萬澳門元)分別與該項目的合約資產及應收貿易賬款有關。

本集團管理層已與直接客戶積極溝通並知悉直接客戶已開始透過仲裁對該項目之主要承包商採取法律行動。於二零二一年度，直接客戶之一獲邀參加有關該項目仲裁的聽證會，其於該仲裁中勝訴。預期整個仲裁程序將於二零二二年底之前完成。此外，我們相信能夠收回直接客戶應付款項乃因為(i)無論如何，我們要求償還直接客戶未償還款項之權利不受涉及該項目之其他人士之任何其他安排所影響；(ii)本集團與直接客戶逾十年且並無違約之良好及長期持續業務關係。此外，於二零二一年度該項目暫停後持續結算及取得已完成工程認證彼能開具款單；及(iii)本集團透過完成仲裁獲得直接客戶悉數償還尚未償還合約資產及應收貿易賬款之償還承諾。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

FINANCIAL REVIEW (Continued)

Impairment losses under ECL model, net of reversal (Continued)

Impairment losses under ECL model derived from trade receivables and contract assets of the Group. The change in impairment loss under ECL model from impairment loss of MOP4.4 million in the Year 2020 to impairment loss of approximately MOP7.7 million in the Year 2021 was mainly due to overall increase in credit risks on certain project customers and taken into accounts for the following factors including (i) continuing settlements of completed works for billing to the Project in the Year 2021; (ii) increase credit risks as a result of economic recession of casino market in Macau; and (iii) increase in gross balances of the Group's contract assets and trade receivables of other projects at 31 December 2021. Furthermore, there were continuing settlements and certification of completed works for billing after the suspension during the Year 2021.

Management of the Group have taken actions to recover the outstanding balances of the Project and consider that those balances will be recovered eventually. ECL has been provided on these balances in accordance with the requirements set out in Hong Kong Financial Reporting Standard ("HKFRS") 9.

Administrative expenses

The Group's administrative expenses increased from approximately MOP18.2 million for the Year 2020 to approximately MOP19.3 million for the Year 2021. Such increase was mainly due to (i) increase in our total staff costs as a result of increase in average headcount for the Group's business development; and (ii) increase in depreciation charges as a result of acquisition of a workshop as disclosed in the section headed "Significant Investments, Material Acquisition or Disposals".

Taxation

The change in the Group's income tax expense from tax expense of approximately MOP0.8 million for the Year 2020 to tax expenses of MOP14,000 for the Year 2021, which was mainly due to recognition of deferred tax assets for tax loss and overprovision of tax provision in prior years.

財務回顧 (續)

預期信貸虧損模式項下之減值虧損，扣除撥回 (續)

預期信貸虧損模式項下之減值虧損源自本集團之應收貿易賬款及合約資產。預期信貸虧損模式項下之減值虧損的轉變由二零二零年度的減值虧損4.4百萬澳門元變為二零二一年度的減值虧損約7.7百萬澳門元乃主要由於若干項目客戶之信貸風險整體增加並計及下列因素，包括(i)二零二一年度該項目已完成工程開具單款的持續結算；(ii)澳門賭場市場經濟衰退引起信貸風險增加；及(iii)於二零二一年十二月三十一日本集團其他項目的合約資產及應收貿易賬款總結餘有所增加。此外，於二零二一年度項目暫停後持續結算及取得已竣工工程認證彼能開具收款單。

本集團管理層已採取行動收回項目的未償還餘額並樂觀地認為該等餘額最終將被收回。本集團已根據香港財務報告準則（「香港財務報告準則」）第9號所載的規定就該等結餘計提預期信貸虧損撥備。

行政開支

本集團的行政開支由二零二零年度的約18.2百萬澳門元增至二零二一年度的約19.3百萬澳門元。有關增加乃主要由於(i)因本集團業務發展的平均員工人數增加導致總員工成本增加；及(ii)誠如「重大投資、重大收購或出售事項」一節所披露者，因收購一家工廠而導致折舊支出增加而有所增加。

稅項

本集團所得稅開支由二零二零年度的稅項開支約0.8百萬澳門元變為二零二一年度的稅項開支14,000澳門元，主要是由於確認稅項虧損的遞延稅項資產及就以往年度的稅項撥備計提超額撥備。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

FINANCIAL REVIEW *(Continued)*

Net Loss and Adjusted Net Loss

The Group reported net loss for the Year 2021 of approximately MOP5.0 million, as compared with net loss of approximately MOP20.2 million suffered for the Year 2020. If the non-recurring listing expenses were excluded, the Group's adjusted net loss for the Year 2020 (non-HKFRS measure) would be approximately MOP11.7 million.

Final Dividend

The Board did not recommend the payment of a final dividend for the Year 2021 (Year 2020: nil).

LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE

The Group has financed its operations primarily through cash inflows from operating activities, as well as proceeds received from the Listing. As at 31 December 2021, the Group had cash and cash equivalents of approximately MOP40.3 million (31 December 2020: approximately MOP105.4 million) and remains solid in its financial position in meeting its future financial obligations.

As at 31 December 2021, the working capital (current assets less current liabilities) and total equity attributable to owners of the Group were approximately MOP198.5 million (31 December 2020: approximately MOP220.1 million) and approximately MOP230.9 million (31 December 2020: approximately MOP235.9 million), respectively.

Gearing ratio (total debt including amounts due to Directors/total equity) as at 31 December 2021 was approximately 18.4% (31 December 2020: approximately 15.4%). Such increase was mainly due to the increase in the bank borrowing to finance the acquisition of a property used as a workshop during the Year 2021, as discussed in "Significant Investments, Material Acquisition or Disposals" in this report.

TREASURY POLICY

The Group has adopted a prudent financial management approach towards its treasury policy. The Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities, and other commitments can meet its funding requirements all the time.

財務回顧 *(續)*

淨虧損及經調整淨虧損

本集團錄得二零二一年度淨虧損約5.0百萬澳門元，而二零二零年度產生的淨虧損約20.2百萬澳門元。倘扣除非經常性上市開支，本集團於二零二零年度的經調整淨虧損（「非香港財務報告準則計量」）約為11.7百萬澳門元。

末期股息

董事會不建議就二零二一年度支付末期股息（二零二零年度：無）。

流動資金、財務資源及資本架構

本集團主要透過經營活動所得現金流入以及自上市收取之所得款項為營運提供資金。於二零二一年十二月三十一日，本集團的現金及現金等價物約為40.3百萬澳門元（二零二零年十二月三十一日：約105.4百萬澳門元）並維持穩健財務狀況以滿足其於將來之財務承擔。

於二零二一年十二月三十一日，營運資金（流動資產減流動負債）及本集團擁有人應佔總權益分別為約198.5百萬澳門元（二零二零年十二月三十一日：約220.1百萬澳門元）及約230.9百萬澳門元（二零二零年十二月三十一日：約235.9百萬澳門元）。

於二零二一年十二月三十一日的資產負債比率（總債務（包括應付董事款項）除以總權益）為約18.4%（二零二零年十二月三十一日：約15.4%）。有關增加乃主要由於二零二一年度增加銀行借款用作收購一項物業作工場用途所致（誠如本報告「重大投資、重大收購或出售」所討論）。

庫務政策

本集團已就其庫務政策採納審慎的財務管理方針。董事會密切監察本集團之流動資金狀況以確保本集團之資產、負債及其他承擔的流動資金架構隨時滿足其資金需求。



MANAGEMENT DISCUSSION AND ANALYSIS 管理層討論及分析

CURRENCY RISK

The Group has minimal exposure to foreign currency risk as most of its business transactions and assets and liabilities are principally denominated in the functional currencies of the relevant group entities. As such, the Group currently does not have any foreign currency hedging policy in respect of foreign currency transactions and assets and liabilities as the Group's risk in foreign exchange is insignificant. However, the Group will continue to monitor closely its exposure to currency movement and take proactive measures.

INTEREST RATE RISK

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing financial assets, mainly interest-bearing bank balances. The interest rates of these bank deposits are determined by reference to the respective bank offer rate. The Group currently does not have any interest rate hedging policy. However, the management of the Group will consider hedging significant interest rate risk should the need arise.

PRINCIPAL RISK AND UNCERTAINTY

The Group's business operations are conducted in Macau and Hong Kong providing the electrical-related E&M engineering works and our engagements with customers were on a project basis and non-recurring in nature that we did not enter into any long-term agreement or master service agreement with them. We have to undergo the competitive bidding process for every new project. In the event that we are unable to attract new customers or secure new projects from our existing customers, there may be a significant decrease in our revenue. Our operations and financial results would hence be adversely affected.

The Group's liquidity position may be adversely affected if the progress payment or the retention money is not paid or released to the Group on time or in full or the construction project cash flows are fluctuated. To monitor the pressure of financial liquidity, the Group produces aging analysis on regular basis and contracts management level of the customers so as to get a better understanding of their solvency status.

Other principal risks include fluctuations in estimated project costs versus the actual project cost incurred due to unexpected circumstances and imported labour quota allocated to our projects, both of which would adversely affect the Group's operations and financial performance.

The Group is also exposed to certain market risks such as currency risk, interest rate risk, credit risk, liquidity risk, etc..

The Group believes that risk management is the responsibility of everyone within the Group and has implemented a risk management system to mitigate the risks in daily operations. Risk management is led by the Directors at the top, who take both macro and micro economic conditions into account before making business decisions, and also aims to develop risk awareness and control responsibility as the Group's culture and the foundation of the Group's internal controls system.

貨幣風險

由於大部分業務交易以及資產及負債主要以有關集團實體的功能貨幣計值，故本集團面臨外幣風險甚微。因此，本集團目前並無就外幣交易以及資產及負債設立任何外幣對沖政策，原因為本集團之外匯風險並不重大。然而，本集團將持續密切監察其貨幣變動風險並採取積極措施。

利率風險

本集團面對因計息金融資產（主要為計息銀行結餘）的利率變動影響產生的利率風險。該等銀行存款利率乃參考相應銀行的放款利率釐定。本集團現時並無任何利率對沖政策。然而，本集團管理層在有需要時將考慮對沖重大利率風險。

主要風險及不確定因素

本集團的業務營運乃於澳門及香港進行，提供電氣相關機電工程，而我們按項目基準獲客戶委聘，且屬非經常性，我們並無與客戶訂立任何長期協議或主服務協議。我們須就每一項新項目參與競標流程。倘我們未能吸引新客戶或向現有客戶取得新項目，我們的收益將會大幅減少。我們的營運及財務業績將因此受到不利影響。

倘進度付款或保留金並無按時或全額向本集團支付或免除或建築項目現金流量發生波動，則本集團的流動性狀況可能受到不利影響。為監控資金流動性的壓力，本集團定期製作賬齡分析並聯繫客戶的管理層以更好地了解其償付能力狀況。

其他主要風險包括估計項目成本對因意外情況及分配予我們項目之輸入勞工配額所致之實際項目成本波動，兩者均會對本集團的經營及財務表現造成不利影響。

本集團亦面臨若干市場風險，例如貨幣風險、利率風險、信貸風險、流動資金風險等。

本集團相信風險管理為本集團上下每個員工的責任，並已實施風險管理系統，以減少日常營運的風險。風險管理由高層董事領導，其於作出業務決策前會考慮宏觀和微觀經濟狀況，亦旨在加深風險意識和控制責任，形成本集團的文化和本集團內部監控系統的基礎。

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SIGNIFICANT INVESTMENTS, MATERIAL ACQUISITIONS OR DISPOSALS

During the Year 2021, the Group entered into a Pre-Sale Agreement with Mr. Un lok Weng and Ms. Lei Sio Hong, as the sellers and independent third parties, to acquire the property “EM MACAU, AVENIDA DO ALMIRANTE MAGALHÃES CORREIA N°S 11-91, RUA CINCO BAIRRO DA AREIA PRETA N°S 13-21, AVENIDA DE VENCESLAU DE MORAIS N°S 143-173, IND. KEK SENG S12” in Macau, for consideration of approximately HK\$16.4 million and such transaction was complete and fully settled on 16 April 2021. For further details, please refer to the announcements of the Company dated 22 January 2021 and 16 April 2021.

Save as disclosed in this report, there were no other significant investments held, nor any material acquisitions or disposals of subsidiaries, associated companies for the Year 2021.

PLEDGE OF ASSETS

The newly acquired property as mentioned in “Significant Investments, Material Acquisitions or Disposals” was pledged to a bank located in Macau for obtaining a mortgage loan of HK\$8.0 million to finance the relevant acquisition.

Pledged bank deposits as at 31 December 2020 and 31 December 2021 are pledged to secure the performance bonds granted to the Group. The Group had no other material pledge of assets as at 31 December 2020 and 31 December 2021.

FUTURE PLAN FOR MATERIAL INVESTMENT AND CAPITAL ASSETS

Save as disclosed above and in the Prospectus, the Group does not have other plans for material investments and capital assets as at 31 December 2021 and up to the date of this report.

CAPITAL COMMITMENTS

The Group had no material capital commitments as at 31 December 2021 (2020: Nil).

CONTINGENT LIABILITIES

The Group had no material contingent liabilities as at 31 December 2021 (2020: Nil).

重大投資、重大收購或出售

於二零二一年度，本集團與阮玉榮先生及李兆紅女士（作為賣方及獨立第三方）訂立預售協議，以收購位於澳門之物業「澳門高利亞海軍上將大馬路11號至91號、黑沙環第五街13至21號及慕拉士大馬路143號至173號激成工業大廈S12」，代價為約16.4百萬港元及該交易已在二零二一年四月十六日完成及悉數結算。有關進一步詳情，請查閱本公司日期為二零二一年一月二十二日及二零二一年四月十六日之公告。

除本報告所披露者外，於二零二一年度，本集團概無持有其他重大投資，亦無任何重大收購或出售附屬公司及聯營公司。

資產抵押

「重大投資、重大收購或出售」所述的最新購入物業已抵押給一家澳門本地銀行以取得8.0百萬港元的按揭貸款為相關收購提供資金。

於二零二零年十二月三十一日及二零二一年十二月三十一日，已抵押銀行存款是為本集團獲授的履約保函作擔保的抵押。於二零二零年十二月三十一日及二零二一年十二月三十一日，本集團並無其他重大資產抵押。

有關重大投資及資本資產的未來計劃

除上文及招股章程所披露者外，於二零二一年十二月三十一日及直至本報告日期，本集團並無有關重大投資及資本資產的其他計劃。

資本承擔

於二零二一年十二月三十一日，本集團並無重大資本承擔（二零二零年：無）。

或然負債

於二零二一年十二月三十一日，本集團並無重大或然負債（二零二零年：無）。



MANAGEMENT DISCUSSION AND ANALYSIS

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PROSPECTS AND STRATEGIES

The Group's principal business objective is to further strengthen its position as an integrated construction contractor.

Despite it is expected the Group will encounter increasing challenges in Macau operation, the Group is keen to seeking opportunities in undertaking new projects of E&M engineering services in its principal market in Macau.

For development of E&M engineering services, the Group continues to achieve its business objective by expanding its scale of operation through its intended effort in actively seeking opportunities in undertaking additional E&M engineering services related projects in Macau and Hong Kong markets, from both existing and potential new customers, on top of its present scale of operation and its current projects on hand.

For development of E&M maintenance department, the Group has acquired a property in Macau on 22 January 2021 for the intended use of workshop, as discussed in section headed "Significant investments, Material Acquisitions or Disposals". As disclosed in the Prospectus of the Company, the workshop has been used for the parking and regular maintenance of our machines and vehicles after acquisition in the Year 2021. Such workshop will be also designated to (i) serve as an emergency centre for our staff and technicians 24-hour standby to handle the orders for emergency E&M maintenance services and for staff facilities; (ii) carry out testing, inspection and storage of the electrical parts and components for E&M maintenance services; (iii) be used for storage of the electrical equipment; and (iv) serve as an operating theatre to repair the malfunctioning components retrieved from our clients' malfunctioning E&M systems.

Regarding the control strategies to amid the COVID-19, the Group has centralised the project teams to stay either in Macau or Hong Kong for avoiding unnecessary time spent on the COVID-19 testing and cross border quarantine measures. Besides, the Group has also implemented various safety measures to reduce the risk of widespread of COVID-19 virus including staff training and distributing hygienic tool kits, face masks and encouraging vaccination, etc.

前景及策略

本集團的主要業務目標是進一步鞏固其作為綜合建築承建商的地位。

儘管預期本集團之澳門業務將面臨日益嚴峻的挑戰，惟本集團仍專注於澳門主要市場尋求承接機電工程服務新項目的機會。

就機電工程服務之發展而言，本集團持續在當前業務規模和現有的項目基礎之上，通過積極從現有和潛在新客戶中尋求承接澳門及香港市場其他機電工程服務相關項目以開拓其市場的機會擴大本集團的業務規模，進而實現我們的業務目標。

為發展機電保養部門，本集團已於二零二一年一月二十二日於澳門收購一項物業，擬作工場用途（如「重大投資、重大收購或出售」一節所討論）。誠如本公司之招股章程所披露，該工場在購買後已經於二零二一年度用於停放及定期保養我們的機器及車輛。有關工廠亦將指定(i)作為我們的員工及技術人員24小時候命的應急中心，以處理緊急機電保養服務訂單及員工設施；(ii)就機電保養服務進行電氣零件及組件測試、檢查及存儲；(iii)用於存放電氣設備；及(iv)用作操作室，以修復從客戶的故障機電系統檢索到的故障組件。

就COVID-19期間的控制策略而言，本集團已將項目團隊集中於澳門或香港，以免花費不必要的時間進行COVID-19檢測及跨境檢疫措施。此外，本集團亦已實施多項安全措施以降低傳播COVID-19病毒的風險，包括人員培訓、分發衛生工具包、口罩及鼓勵接種疫苗等。

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EVENTS AFTER THE REPORTING PERIOD

Save as disclosed in elsewhere of this report, there have been no other material events occurring after the Year 2021 and up to the date of this report.

COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS

During the Year 2021, as far as the Board and management are aware there was no material breach of or non-compliance with the applicable laws and regulations by the Group that has material impact on the business and operation of the Group.

EMPLOYEES AND REMUNERATION POLICY

The Group had 63 full-time employees including non-executive directors and executive directors as at 31 December 2021 (31 December 2020: 39), among which 29 and 34 (31 December 2020: 23 and 16) were stationed in Macau and Hong Kong, respectively. The total staff costs (including fees, salaries and other allowance, and retirement benefit scheme contributions) for the Year 2021 were approximately MOP17.6 million (Year 2020: approximately MOP11.7 million). The remuneration policy and package of the Group's employees were periodically reviewed by management of the Company. Apart from retirement benefit scheme contributions, salaries increment and discretionary bonuses may be awarded to employees according to the assessment of individual and the Group's performance. The remuneration policy in place as at 31 December 2021 was in line with the current legislation in the relevant jurisdictions, market conditions and performance of the staff and the Group.

報告期後事項

除本報告其他章節所披露者外，於二零二一年度後及直至本報告日期，概無發生其他重大事項。

遵守相關法律及法規

於二零二一年度，就董事會及管理層所知，本集團並無嚴重違反或不遵守對本集團業務及運營有重大影響的適用法律及法規。

僱員及薪酬政策

於二零二一年十二月三十一日，本集團有63名全職僱員（包括非執行董事及執行董事）（二零二零年十二月三十一日：39名），當中29名及34名（二零二零年十二月三十一日：23名及16名）分別駐守澳門及香港。二零二一年度，總員工成本（包括袍金、薪金及其他津貼以及退休福利計劃供款）為約17.6百萬澳門元（二零二零年度：約11.7百萬澳門元）。本公司管理層定期檢討本集團之僱員薪酬政策及待遇。除退休福利計劃供款外，本集團亦會根據個人及本集團之表現評核向僱員加薪及酌情授予花紅。於二零二一年十二月三十一日設立之薪酬政策符合相關司法權區的現行法例、市況以及員工及本集團的表現。



MANAGEMENT DISCUSSION AND ANALYSIS 管理層討論及分析

USE OF PROCEEDS FROM THE LISTING

The shares of the Company (the “Shares”) have been listed on the Stock Exchange on 14 February 2020 (the “Listing Date”). Net proceeds from the Listing were approximately MOP73.2 million (after deducting the underwriting commission and other listing expenses in connection to the Listing). As at 31 December 2021, the net proceeds had been utilised as follows:

上市所得款項用途

本公司股份（「股份」）於二零二零年二月十四日（「上市日期」）起於聯交所上市。上市所得款項淨額為約73.2百萬澳門元（經扣除包銷佣金及與上市有關的其他上市開支後）。於二零二一年十二月三十一日，所得款項淨額之動用情況如下：

		Net proceeds from the Listing	Actual usage up to 31 December 2021 直至 二零二一年 十二月三十一日 之實際用途	Unutilised amounts as at 31 December 2021 於 二零二一年 十二月三十一日 之未動用金額
		MOP million 百萬澳門元	MOP million 百萬澳門元	MOP million 百萬澳門元
Payment of the upfront cost for our future projects	未來項目前期成本的付款	22.9	(22.9)	-
Payment of the performance bonds for our future projects	未來項目履約保函的付款	22.9	(18.4)	4.5
Establishing E&M Maintenance Department	成立機電保養部門	15.3	(14.1)	1.2
Strengthening manpower	增加人手	7.2	(4.1)	3.1
Strengthening manpower for (E&M Maintenance Department)	增加機電保養部門的人手	4.4	(4.2)	0.2
General working capital	一般營運資金	0.5	(0.5)	-
		73.2	(64.2)	9.0

The unutilised proceeds of approximately MOP9.0 million were placed with a licensed bank in Hong Kong.

未動用所得款項約9.0百萬澳門元存放於一間香港持牌銀行。

As affected by COVID-19 epidemic, the Group targets to complete the implementation of the future plan and the unutilised net proceeds are expected to be fully utilised within one year after the Year 2021.

受COVID-19疫情影響，本集團擬完成實施未來計劃及預期末動用所得款項淨額將於二零二一年度後一年內悉數動用。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

BOARD OF DIRECTORS

Our Board consists of eight Directors, including three executive Directors, two non-executive Directors and three independent non-executive Directors. The biographies of the Directors and senior management of the Company are set forth below:

Executive Directors

Mr. Woo Chu Fai (胡柱輝), aged 51, is our executive Director, chief executive officer and senior project manager. He was appointed as our executive Director on 29 March 2016 and our chief executive officer on 1 August 2018. He is a director of SEM Resources Limited. He is currently responsible for overseeing our projects management, execution of daily management and operation, and regulatory compliance.

Mr. Woo has more than 25 years of experience in the E&M engineering industry. He joined Ready System (Macau) on 22 February 1995 as an engineer. Mr. Woo started to work for our Group in around April 2007 and has served as our senior project manager since 1 March 2016. He was awarded higher diploma in management of building services engineering from Vocational Training Council in Hong Kong in July 2003. He obtained a bachelor degree of engineering in building services engineering from the University of Central Lancashire, through distance learning, in December 2007. He currently holds the certificate of registration of electrical worker issued by the Electrical and Mechanical Services Department in Hong Kong and is a Grade C electrical worker.

For Mr. Woo's interest in the Shares within the meaning of Part XV of the Securities and Futures Ordinance ("SFO"), please refer to the section headed "Directors' Report" in this annual report.

董事會

我們的董事會由八名董事組成，包括三名執行董事、兩名非執行董事及三名獨立非執行董事。本公司董事及高級管理層履歷載列如下：

執行董事

胡柱輝先生，51歲，為執行董事、行政總裁及高級項目經理。彼於二零一六年三月二十九日獲委任為執行董事及於二零一八年八月一日獲委任為行政總裁。彼為SEM Resources Limited之董事。彼目前負責監督項目管理、執行日常管理及營運、及監管合規。

胡先生於機電工程行業擁有逾25年經驗。彼於一九九五年二月二十二日加入全達系統(澳門)擔任工程師。胡先生於二零零七年四月前後開始任職於本集團並自二零一六年三月一日起擔任高級項目經理。彼於二零零三年七月獲香港職業訓練局頒授樓宇服務工程管理的高級文憑。彼透過遠程教育於二零零七年十二月自英國中央蘭開夏大學取得樓宇服務工程的工程學士學位。彼目前持有香港機電工程署頒發的電業工程人員註冊證明書並為一名C級電業工程人員。

有關胡先生於證券及期貨條例(「證券及期貨條例」)第XV部所界定之股份中之權益，請參閱本年報「董事會報告」一節。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷

BOARD OF DIRECTORS *(Continued)*

Executive Directors *(Continued)*

Mr. Wun Chi Wai (尹志偉) (“Mr. CW Wun”), aged 52, joined Ready System (Macau) as a contracts manager on 1 May 1993. Mr. CW Wun joined our Group as a shareholder of Ready Engineering Limited (“Ready Engineering”) upon the incorporation of Ready System (Macau), a company incorporated in Macau, on 15 May 2006. He is one of our controlling Shareholders and our executive Director. He is also a director of each of the members of our Group except for Ready System (Macau). He was appointed as our Director on 6 November 2015 and was re-designated as our non-executive Director on 29 March 2016. On 1 August 2018, he was re-designated as our executive Director. He is currently responsible for providing strategic advice to our Group’s business development.

Mr. CW Wun was awarded the higher certificate in building studies by Hong Kong Polytechnic (currently known as The Hong Kong Polytechnic University) in November 1991. He obtained a master degree of business administration from Asia International Open University (Macau) (currently known as City University of Macau) in January 1999. He is the younger brother of Mr. Wan Man Keung and the cousin of Mrs. Kan Wan Wai Yee Mavis. He has more than 25 years of experience in the E&M engineering industry.

For Mr. CW Wun’s interest in the Shares within the meaning of Part XV of the SFO, please refer to the section headed “Directors’ Report” in this annual report.

Mr. Yu Chi Kwan (俞志軍) (“Mr. Yu”), aged 52, joined Ready System (Macau) on 1 April 1994 as an engineer. Mr. Yu joined our Group as a shareholder of Ready Engineering on 28 December 2010 and started to work for our Group in around April 2013. He was appointed as our senior project manager on 16 April 2016 and our executive Director on 1 August 2018 and is one of our controlling Shareholders. Mr. Yu is currently responsible for overseeing our projects management, execution of daily management and operation.

董事會 *(續)*

執行董事 *(續)*

尹志偉先生 (「尹志偉先生」)，52歲，於一九九三年五月一日加入全達系統 (澳門) 擔任合約經理。尹志偉先生於二零零六年五月十五日註冊成立全達系統 (澳門) (一間於澳門註冊成立的公司) 時作為全達工程有限公司 (「全達工程」) 的股東加入本集團。彼為控股股東之一及執行董事。彼亦為本集團旗下各成員公司 (全達系統 (澳門) 除外) 的董事。彼於二零一五年十一月六日獲委任為董事及於二零一六年三月二十九日調任為非執行董事。於二零一八年八月一日，彼調任為執行董事。彼現負責為本集團業務發展提供策略意見。

尹志偉先生於一九九一年十一月獲香港理工學院 (現稱香港理工大學) 授予樓宇課程高級證書。彼於一九九九年一月取得亞洲 (澳門) 國際公開大學 (現稱澳門城市大學) 工商管理碩士學位。彼為尹民強先生的胞弟及簡玉慧兒夫人的堂弟。彼於機電工程行業擁有逾25年經驗。

有關尹志偉先生於證券及期貨條例第XV部所界定之股份權益，請參閱本年報「董事會報告」一節。

俞志軍先生 (「俞先生」)，52歲，於一九九四年四月一日加入全達系統 (澳門) 擔任工程師。俞先生於二零一零年十二月二十八日作為全達工程的股東加入本集團及於二零一三年四月前後開始任職於本集團。彼於二零一六年四月十六日獲委任為高級項目經理及於二零一八年八月一日獲委任為執行董事並為控股股東之一。俞先生現負責監督項目管理、執行日常管理及營運。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

BOARD OF DIRECTORS *(Continued)*

Executive Directors *(Continued)*

Mr. Yu completed a three-year part-time evening technician programme at Morrison Hill Technical Institute (currently known as the Hong Kong Institute of Vocational Education (Morrison Hill)) in Hong Kong and was awarded a certificate in electrical engineering in September 1992. Mr. Yu has more than 25 years of experience in the E&M engineering industry. He currently holds the certificate of registration of electrical worker issued by the Electrical and Mechanical Services Department in Hong Kong and is a Grade B electrical worker.

For Mr. Yu's interest in the Shares within the meaning of Part XV of the SFO, please refer to the section headed "Directors' Report" in this annual report.

Non-executive Directors

Mr. Wan Man Keung (尹民強) ("Mr. MK Wan"), aged 60, founded our Group (through Ready Engineering) on 15 May 2006. He is one of our controlling shareholders, our chairman and non-executive Director, and member of our nomination committee. He was appointed as our Director on 6 November 2015 and was re-designated as our executive Director on 29 March 2016. On 1 August 2018, he was re-designated as non-executive Director. He is also a director/administrator of each of the members of our Group. He is currently responsible for the overall strategic planning and management of our Group's business development.

Mr. MK Wan currently holds the certificate of registration of electrical worker issued by the Electrical and Mechanical Services Department in Hong Kong and is a Grade B electrical worker. He has more than 28 years of experience in the E&M engineering industry. Prior to founding our Group, Mr. MK Wan, together with other business partners, through Ready Engineering, established, among others, Ready System (Macau) providing various E&M engineering services in Hong Kong and the PRC. For details, please refer to the section headed "Relationship with our Controlling Shareholders" in the Prospectus. Mr. MK Wan is currently an executive director of REM Group (Holdings) Limited (stock code: 1750), the issued shares of which are listed on the Stock Exchange.

董事會 *(續)*

執行董事 *(續)*

俞先生在香港的摩理臣山工業學院(現稱香港專業教育學院(摩理臣山分校))完成三年非全日制技術員夜校課程及於一九九二年九月獲授機電工程證書。俞先生於機電工程行業擁有逾25年經驗。彼目前持有香港機電工程署頒發的電業工程人員註冊證明書，為一名B級電業工程人員。

有關俞先生於證券及期貨條例第XV部所界定之股份權益，請參閱本年報「董事會報告」一節。

非執行董事

尹民強先生(「尹民強先生」)，60歲，於二零零六年五月十五日透過全達工程創立本集團。彼為控股股東之一、主席兼非執行董事，並為提名委員會成員。彼於二零一五年十一月六日獲委任為董事及於二零一六年三月二十九日調任為執行董事。於二零一八年八月一日，彼調任為非執行董事。彼亦為本集團旗下各成員公司的董事／行政人員。彼現負責本集團業務發展的整體策略規劃及管理。

尹民強先生現持有香港機電工程署頒發的電業工程人員註冊證明書，為一名B級電業工程人員。彼於機電工程行業擁有逾28年經驗。於創立本集團前，尹民強先生連同其他業務夥伴透過全達工程成立(其中包括)全達系統(澳門)於香港及中國提供多種機電工程服務。有關詳情請參閱招股章程「與控股股東的關係」一節。尹民強先生現為全達電器集團(控股)有限公司(股份代號：1750，其已發行股份在聯交所上市)的執行董事。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷

BOARD OF DIRECTORS *(Continued)*

Non-executive Directors *(Continued)*

Mr. MK Wan completed form three education in 1978. He was awarded a craft certificate in electrical fittings and installations by the Morrison Hill Technical Institute (currently known as the Hong Kong Institute of Vocational Education (Morrison Hill)) in Hong Kong in July 1981. He is the elder brother of Mr. CW Wun and a cousin of Mrs. Kan Wan Wai Yee Mavis.

Mrs. Kan Wan Wai Yee Mavis (簡尹慧兒), aged 65, is our non-executive Director and member of our audit committee and remuneration committee. She was appointed as our non-executive Director on 29 March 2016. She is currently responsible for providing strategic advice to our Group's internal control and corporate governance. Mrs. Kan is currently a certified public accountant (practising) of the Hong Kong Institute of Certified Public Accountants, a chartered tax adviser of The Taxation Institute of Hong Kong and a fellow of the Association of Chartered Certified Accountants.

Between June 1977 and December 1980, Mrs. Kan worked for The Hongkong and Shanghai Banking Corporation (currently known as The Hongkong and Shanghai Banking Corporation Limited). She was employed by John B.P. Byrne & Co. between December 1980 and April 1985 with her last position as tax senior. She was a founding partner of a local firm of certified public accountants from April 1997 to October 2010. She later founded KAN-WAN Certified Tax Advisors, a tax consultancy firm, in December 2010 and BOYA CPA & Co., a certified public accountant (practising) firm, in October 2012.

Mrs. Kan is currently a non-executive director of REM Group (Holdings) Limited (stock code: 1750), the issued shares of which are listed on the Stock Exchange. She completed the programme of diploma in management studies organised jointly by the Hong Kong Management Association and Hong Kong Polytechnic (currently known as The Hong Kong Polytechnic University) in June 1988. Mrs. Kan is a cousin of Mr. MK Wan and Mr. CW Wun.

董事會 *(續)*

非執行董事 *(續)*

尹民強先生於一九七八年完成中三課程。彼於一九八一年七月獲香港的摩理臣山工業學院(現稱香港專業教育學院(摩理臣山分校))授予電力裝配及裝置技工證書。彼為尹志偉先生的胞兄及簡尹慧兒夫人的堂弟。

簡尹慧兒夫人，65歲，為非執行董事以及審核委員會及薪酬委員會成員。彼於二零一六年三月二十九日獲委任為非執行董事。彼現負責為本集團的內部控制及企業管治提供策略意見。簡夫人現為香港會計師公會執業會計師、香港稅務學會特許稅務師及英國特許公認會計師公會資深會員。

於一九七七年六月至一九八零年十二月期間，簡夫人曾任職於香港上海滙豐銀行(現稱香港上海滙豐銀行有限公司)。彼於一九八零年十二月至一九八五年四月期間受僱於John B.P. Byrne & Co.，其最後職位為高級稅務主任。彼自一九九七年四月至二零一零年十月為一間本地註冊會計師行的創辦合夥人。彼其後於二零一零年十二月創辦一間稅務諮詢公司簡尹稅務師事務所，並於二零一二年十月創辦一間執業會計師事務所博雅會計師事務所。

簡夫人現為全達電器集團(控股)有限公司(股份代號：1750，其已發行股份在聯交所上市)的非執行董事。彼於一九八八年六月完成香港管理專業協會與香港理工學院(現稱香港理工大學)合辦的管理進修文憑課程。簡夫人為尹民強先生及尹志偉先生的堂姐。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

BOARD OF DIRECTORS *(Continued)*

Independent non-executive Directors

Mr. Lau Ping Cheung Kaizer (劉炳章), aged 70, is our independent non-executive Director and chairman of our nomination committee and member of our remuneration committee. He was appointed as the independent non-executive Director on 22 January 2020. He is currently responsible for providing independent judgement to bear on issues of strategy, policy, performance, accountability, resources and standard of conduct. He is also a fellow of The Hong Kong Institute of Surveyors and was the president from 1996 to 1997.

Mr. Lau has substantial experience and involvements in construction, real estate and infrastructure projects. Mr. Lau was a member of the Legislative Council of Hong Kong from 2000 to 2004. He was a former chairman of the Royal Institution of Chartered Surveyors (HK Branch). He was a non-executive director of the Urban Renewal Authority, a member of the council of the City University of Hong Kong and a committee member of the Chinese People's Political Consultative Conference of Shanghai. Mr. Lau is currently the managing director of Biel Asset Management Company Limited. Mr. Lau was also an independent non-executive director of Kingboard Laminates Holdings Limited (stock code: 1888) from August 2015 to January 2022 and was an independent non-executive director of MTR Corporation Limited (stock code: 66) from August 2015 to May 2019, both of which are listed on the Stock Exchange. Also, since November 2020, Mr. Lau has worked for China Resources Mixc Lifestyle Services Limited, a company listed on the Main Board of the Stock Exchange (stock code: 1209), as an independent non-executive director.

Mr. Lau was awarded a higher diploma in quantity surveying from the Hong Kong Polytechnic (currently known as The Hong Kong Polytechnic University) in 1974 and a master degree in construction project management from The University of Hong Kong.

Mr. Lau is one of the founders and currently the chairman of Hong Kong Coalition of Professional Services. Mr. Lau is also a member of the National Committee of the Chinese People's Political Consultative Conference, the Basic Law Promotion Steering Committee, and the council of The Hong Kong Polytechnic University.

董事會 *(續)*

獨立非執行董事

劉炳章先生，70歲，為獨立非執行董事以及提名委員會主席及薪酬委員會成員。彼於二零二零年一月二十二日獲委任為獨立非執行董事。彼現時負責就涉及策略、政策、表現、責任、資源及行為準則之事務提供獨立判斷。彼亦為香港測量師學會的資深會員，並於一九九六年至一九九七年擔任會長。

劉先生於建築、房地產及基建項目擁有豐富經驗。於二零零零年至二零零四年，劉先生為香港立法會議員。彼為英國皇家特許測量師學會香港分會前會長。彼曾擔任市區重建局的非執行董事，香港城市大學校董會委員及中國人民政協會議上海市委員。劉先生現時為伯恩資產管理有限公司的董事總經理。劉先生自二零一五年八月至二零二二年一月亦為建滔積層板控股有限公司（股份代號：1888）的獨立非執行董事及自二零一五年八月至二零二二年一月為香港鐵路有限公司（股份代號：66）的獨立非執行董事，兩間公司均於聯交所上市。另外，自二零二零年十一月起，劉先生一直擔任華潤萬象生活有限公司（一間於聯交所主板上市的公司（股份代號：1209）之獨立非執行董事。

劉先生於一九七四年獲香港理工學院（現稱香港理工大學）頒發工料測量學高級文憑及獲香港大學頒發建築項目管理碩士學位。

劉先生為香港專業聯盟的創始人之一，現時擔任主席。劉先生亦為中國人民政治協商會議全國委員會、基本法推廣督導委員會及香港理工大學校董會委員。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷

BOARD OF DIRECTORS *(Continued)*

Independent non-executive Directors *(Continued)*

Dr. Sham Chung Ping Alain, BBS (沈仲平), aged 67, is our independent non-executive Director and chairman of our remuneration committee and member of our audit committee. He was appointed as our independent non-executive Director on 22 January 2020. He is currently responsible for providing independent judgement to bear on issues of strategy, policy, performance, accountability, resources and standard of conduct. Dr. Sham is currently a practicing barrister in Hong Kong. He has been admitted as a barrister of High Court of Hong Kong in 1986, a barrister of High Court of Australia in 1991, and a barrister and solicitor of the Supreme Court of the Australian Capital Territory (ACT) in 1991. He was awarded the Bronze Bauhinia Star by the government of Hong Kong in 2016. He has been elected as a fellow of Society for Advanced Legal Studies (SALS), England in October 2002.

Between May 1978 and March 2016, Dr. Sham worked for the government of Hong Kong, including the Department of Justice, with his last position as deputy director of public prosecutions. He has been an honorary advisor of the Staff Training Institute of Correctional Services Department since 2018.

Dr. Sham was awarded a bachelor degree of social science from The Hong Kong University in November 1978, a bachelor degree of laws from The University of Buckingham in February 1984, a postgraduate diploma in law and practice from The City University London in October 1985, a master degree of laws in Chinese law from The University of Hong Kong in December 2004 and a doctorate degree of laws* (法學博士) from China University of Political Science and Law in June 2005.

董事會 *(續)*

獨立非執行董事 *(續)*

沈仲平博士, BBS, 67歲, 為獨立非執行董事以及薪酬委員會主席及審核委員會成員。彼於二零二零年一月二十二日獲委任為獨立非執行董事。彼現時負責就涉及策略、政策、表現、責任、資源及行為準則之事務提供獨立判斷。沈博士現時為香港執業大律師。彼於一九八六年獲認可為香港高等法院大律師；於一九九一年成為澳洲高等法院大律師及於一九九一年成為澳洲首都地區最高法院之大律師及執業律師。彼於二零一六年獲香港政府頒發銅紫荊星章。彼於二零零二年十月獲選為英格蘭高深法律研究院院士。

於一九七八年五月至二零一六年三月, 沈博士於香港政府, 包括律政司任職, 其最後職務為刑事檢控副專員。彼自二零一八年起擔任香港懲教署職員訓練院的榮譽顧問。

沈博士於一九七八年十一月自香港大學獲授社會科學學士學位、於一九八四年二月自白金漢大學獲授法學學士學位、於一九八五年十月自倫敦大學城市學院獲授法律與實踐碩士文憑、於二零零四年十二月自香港大學獲授中國法碩士學位及於二零零五年六月自中國政法大學獲授法學博士學位。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

BOARD OF DIRECTORS *(Continued)*

Independent non-executive Directors *(Continued)*

Mr. May Tai Keung Nicholas (梅大強), aged 60, is our independent non-executive Director and chairman of our audit committee and member of our nomination committee. He was appointed as the independent non-executive Director on 22 January 2020. He is currently responsible for providing independent judgement to bear on issues of strategy, policy, performance, accountability, resources and standard of conduct.

Mr. May has gained experience of accounting, finance and general management since 1987. From September 1987 to October 1990, he worked with Deloitte Ross Tohmatsu (currently known as Deloitte Touche Tohmatsu), with his last position held as senior accountant in the audit department. From October 2002 to October 2003, he worked for Kinetana International Biotech Pharma Limited, a company previously listed on the GEM of the Stock Exchange (former stock code: 8031) and delisted from the Stock Exchange in September 2006, as the financial controller and company secretary. From March 2004 to July 2005, he worked for Zhongda International Holdings Limited, a company previously listed on the Main Board of the Stock Exchange (former stock code: 909) and delisted from the Stock Exchange in March 2019, as the group financial controller and company secretary. From August 2005 to October 2006, he worked for Matsunichi Communication Holdings Limited (later known as Goldin Properties Holdings Limited), a company previously listed on the Main Board of the Stock Exchange (former stock code: 283) and delisted from the Stock Exchange in August 2017, as the chief financial officer and company secretary and his last position as deputy general manager. From April 2007 to October 2009, he worked for Hopewell Holdings Limited, a company previously listed on the Main Board of the Stock Exchange (former stock code: 54) and delisted from the Stock Exchange in May 2019, as the group financial controller. From May 2008 to October 2009, he also worked for Hopewell Highway Infrastructure Limited (currently known as Shenzhen Investment Holdings Bay Area Development Company Limited), a company listed on the Main Board of the Stock Exchange (stock code: 737), as an alternate director. From March 2010 to March 2013, he worked for China Resources Property Limited as the chief financial officer and internal audit director. Since July 2013, he has been appointed as the director of Nichova Consultants Limited. From April 2015 to January 2018, Mr. May worked for China Information Technology Development Limited, a company listed on the GEM of the Stock Exchange (stock code: 8178), as an independent non-executive director. In addition, Mr. May worked for S&T Holdings Limited, a company listed on the Main Board of the Stock Exchange (stock code: 3928) from August 2019 to January 2021, as an independent non-executive director.

董事會 *(續)*

獨立非執行董事 *(續)*

梅大強先生，60歲，為獨立非執行董事以及審核委員會主席及提名委員會成員。彼於二零二零年一月二十二日獲委任擔任獨立非執行董事。彼現時負責就涉及策略、政策、表現、責任、資源及行為準則之事務提供獨立判斷。

自一九八七年起，梅先生已積累會計、金融及全面管理經驗。於一九八七年九月至一九九零年十月，彼於Deloitte Ross Tohmatsu (現稱德勤•關黃陳方會計師行) 任職，彼最後職位為審核部的資深會計師。於二零零二年十月至二零零三年十月，彼於健諾國際生化科技藥業有限公司 (一間先前於聯交所GEM上市之公司 (前股份代號：8031)，及於二零零六年九月自聯交所除牌) 擔任財務總監及公司秘書。於二零零四年三月至二零零五年七月，彼於中大國際控股有限公司 (一間先前於聯交所主板上市之公司 (前股份代號：909)，及於二零一九年三月自聯交所除牌) 擔任集團財務總監及公司秘書。於二零零五年八月至二零零六年十月，彼於Matsunichi Communication Holdings Limited (現稱高銀地產控股有限公司，一間先前於聯交所主板上市之公司 (前股份代號：283)，及於二零一七年八月自聯交所除牌) 擔任首席財務官及公司秘書，及其最後職位為副總經理。於二零零七年四月至二零零九年十月，彼於合和實業有限公司 (一間先前於聯交所主板上市之公司 (前股份代號：54)，及於二零一九年五月自聯交所除牌) 擔任集團財務總監。於二零零八年五月至二零零九年十月，彼亦於合和公路基建有限公司 (現稱為深圳投控灣區發展有限公司 (一間於聯交所主板上市之公司，股份代號：737)) 擔任替任董事。於二零一零年三月至二零一三年三月，彼於華潤物業有限公司擔任首席財務官及內部審核董事。自二零一三年七月起，彼獲委任為利高華顧問有限公司的董事。於二零一五年四月至二零一八年一月，梅先生於中國信息科技發展有限公司 (一間於聯交所GEM上市之公司，股份代號：8178) 擔任獨立非執行董事。此外，自二零一九年八月至二零二一年一月，梅先生一直擔任S&T Holdings Limited (一間於聯交所主板上市之公司 (股份代號：3928)) 之獨立非執行董事。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理層履歷

BOARD OF DIRECTORS *(Continued)*

Independent non-executive Directors *(Continued)*

Mr. May obtained a degree of bachelor of economics from Macquarie University in Australia in April 1986 and a degree of master of commerce in finance from the University of New South Wales in Australia in June 1995. He has been an associate of the Hong Kong Society of Accountants (currently known as The Hong Kong Institute of Certified Public Accountants) since June 1990.

SENIOR MANAGEMENT

Mr. Wong Man Wai Thomas (黃文偉), aged 54, is our assistant project manager. He was employed by China Head Development Limited from January 1997 to November 2000 with his last position as a supervisor. He joined Ready System (Macau) on 1 December 2000 as an engineer. Mr. Wong started to work for our Group in around April 2008 and has served as our assistant project manager since 1 March 2016. He has more than 21 years of experience in the E&M engineering industry. He was appointed as our executive Director on 29 March 2016 and resigned as our executive Director on 1 August 2018. He was also appointed as an administrator of Ready System (Macau) on 20 June 2011 and resigned as our project manager on 31 January 2022. Mr. Wong completed form five education in June 1984 in Hong Kong. He was responsible for assisting our senior project manager in our projects management and execution of daily management and operation.

Mr. Yip Chi Fai (葉志輝), aged 41, was our financial controller and company secretary. He joined Ready System (Macau) on 2 May 2008 as an accountant and started to work for our Group on 1 January 2014. He was appointed as our financial controller and company secretary on 15 March 2016 and 29 March 2016, respectively and he resigned as our financial controller and company secretary on 18 December 2017. He was appointed as our financial controller and company secretary on 30 November 2020 and he resigned as our financial controller on 6 July 2021.

董事會 *(續)*

獨立非執行董事 *(續)*

梅先生於一九八六年四月獲澳大利亞麥考瑞大學頒發經濟學學士學位並於一九九五年六月獲澳大利亞新南威爾士大學頒發商業管理(財務學)碩士學位。自一九九零年六月起，彼成為香港會計師學會(現稱香港會計師公會)之會員。

高級管理層

黃文偉先生，54歲，為助理項目經理。彼於一九九七年一月至二零零零年十一月獲華尊發展有限公司委聘，彼最後職位為監事。彼於二零零零年十二月一日加入全達系統(澳門)，擔任工程師。黃先生於二零零八年四月前後開始任職於本集團，並自二零一六年三月一日起擔任助理項目經理。彼於機電工程行業擁有逾21年經驗。彼於二零一六年三月二十九日獲委任為執行董事並於二零一八年八月一日辭任執行董事。彼亦於二零一一年六月二十日獲委任為全達系統(澳門)之行政人員，並於二零二二年一月三十一日辭任我們的項目經理。黃先生於一九八四年六月在香港完成中五教育。彼曾經負責協助高級項目經理的項目管理及日常管理及營運的執行。

葉志輝先生，41歲，曾擔任財務總監及公司秘書。彼於二零零八年五月二日加入全達系統(澳門)，擔任會計師，並於二零一四年一月一日開始任職於本集團。彼分別於二零一六年三月十五日及二零一六年三月二十九日獲委任為財務總監及公司秘書，並於二零一七年十二月十八日辭任財務總監及公司秘書。彼於二零二零年十一月三十日獲委任為財務總監及公司秘書，並於二零二一年七月六日辭任財務總監。

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理層履歷

SENIOR MANAGEMENT (Continued)

Mr. Yip was awarded one-year advanced certificate in accountancy by Hong Kong Christian Service Kwun Tong Vocational Training Centre in July 2000 and has become a certified public accountant of the Hong Kong Institute of Certified Public Accountants since January 2013. He has more than 18 years of experience in accounting. He worked for Lixin C.P.A. Limited between August 2000 and March 2004 as audit assistant, and Info Smart International Enterprises Limited between March 2004 and March 2006 as assistant accountant. Before joining Ready System (Macau), he served Qualiman Industrial Co. Limited as assistant accounting manager between April 2006 and March 2008.

Mr. Lo Kwun Kit (盧冠傑), aged 33, is our financial controller and company secretary. He joined SEM Resources on 7 July 2021 and started to work for our Group on the same date in replacement of Mr. Yip Chi Fai as financial controller and company secretary. He is currently responsible for managing and overseeing the financial operation, corporate governance and company secretarial matters of our Group.

Mr. Lo obtained the degree of bachelor of business administration with a major in accounting and a minor in finance from The Hong Kong Polytechnic University in October 2013. Mr. Lo has approximately 8 years of working experiences in accounting, financial management and auditing. From 2013 to 2021, Mr. Lo served as an auditor in several professional firms including two of the big four international accounting firms in Hong Kong. From February 2021 to July 2021, he was a financial controller of a main board listed company in Hong Kong. Mr. Lo has been a member of the Hong Kong Institute of Certified Public Accountants since October 2016.

高級管理層 (續)

葉先生於二零零零年七月獲香港基督教服務處觀塘職業訓練中心頒發一年高級會計證書並自二零一三年一月起成為香港會計師公會執業會計師。彼於會計方面擁有逾18年經驗。彼於二零零零年八月至二零零四年三月於立信會計師事務所有限公司擔任審核助理，並於二零零四年三月至二零零六年三月於訊毅國際企業有限公司擔任會計助理。於加入全達系統(澳門)前，彼於二零零六年四月至二零零八年三月於滙達實業有限公司擔任助理會計經理。

盧冠傑先生，33歲，現擔任我們的財務總監及公司秘書。彼於二零二一年七月七日加入SEM Resources，同日開始任職於本集團，取代葉志輝先生擔任財務總監及公司秘書。彼目前負責管理及監督本集團的財務運作、企業管治及公司秘書事務。

盧先生於二零一三年十月取得香港理工大學的工商管理碩士學位，主修會計，輔修金融學。盧先生於會計、財務管理及審計方面擁有約8年工作經驗。自二零一三年至二零二一年，盧先生於多家專業事務所擔任核數師，包括香港四大國際會計師事務所之中的兩家事務所。自二零二一年二月至二零二一年七月，彼於一家香港主板上市公司擔任財務總監。盧先生自二零一六年十月起成為香港會計師公會會員。

CORPORATE GOVERNANCE REPORT

企業管治報告

CORPORATE GOVERNANCE PRACTICE

The Company is committed in achieving a high standard of corporate governance standard. The Board believes that good corporate governance standards are essential in providing a framework for the Company to safeguard the interests of shareholders of the Company (the “Shareholders”), enhance corporate value, formulate its business strategies and policies, and enhance its transparency and accountability.

The Company has adopted the principles and all relevant code provisions as set out under the Corporate Governance Code (the “CG code”) contained in Appendix 14 to Rules Governing the Listing of Securities on the Stock Exchange (the “Listing Rules”). To the best of the knowledge of the Board, the Company has complied with the CG code during the Year 2021 and up to the date of this annual report. The Directors will periodically review on the Company’s corporate governance policies and will propose any amendment, if necessary, to ensure compliance with the code provisions from time to time.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) as set out in Appendix 10 to the Listing Rules as a code of conduct of the Company regarding Directors’ securities transactions. Having made specific enquiries of the Directors, all the Directors have confirmed that they have complied with the requirements of the Model Code throughout the Year 2021 and up to the date of this annual report.

企業管治常規

本公司致力達致高標準的企業管治標準。董事會相信良好企業管治標準對本公司而言屬不可或缺的框架，以保障本公司股東（「股東」）利益、提升企業價值、制定其業務策略及政策以及強化透明度及問責度。

本公司已採納聯交所證券上市規則（「上市規則」）附錄十四企業管治守則（「企業管治守則」）所載的原則及所有有關守則條文。就董事會所知，於二零二一年度及直至本年報日期，本公司已遵守企業管治守則。董事將定期審閱本公司企業管治政策及將於有需要時作出修訂，以確保符合不時之守則條文。

董事進行證券交易的標準守則

本公司已採納上市規則附錄十所載之上市發行人董事進行證券交易的標準守則（「標準守則」），作為本公司董事進行證券交易的行為守則。經向董事作出具體查詢後，全體董事均確認彼等於整個二零二一年度及直至本年報日期已遵守標準守則之規定。

CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD OF DIRECTORS

Board Composition

As at the date of this annual report, the Board consists of eight Directors including Mr. Woo Chu Fai (Chief executive officer), Mr. Wun Chi Wai and Mr. Yu Chi Kwan as the executive Directors, and Mr. Wan Man Keung (Chairman) and Mrs. Kan Wan Wai Yee Mavis as the non-executive Directors, and Mr. Lau Ping Cheung Kaizer, Dr. Sham Chung Ping Alain, *BBS*, and Mr. May Tai Keung Nicholas as the independent non-executive Directors.

There is a balance of skills and experience for the Board, which is appropriate for the requirements of the business of the Company. Biographical details are set out in the section headed “Biographies of Directors and Senior Management” on pages 22 to 30 of this annual report.

Save that Mr. CW Wan is the younger brother of Mr. MK Wan, and two of them are cousin of Mrs. Kan Wan Wai Yee Mavis, there are no financial, business, family or other material relationship among members of the Board.

The Board meets regularly to discuss and formulate the overall strategy as well as operation and financial performance of the Group. The company secretary of the Company (the “Company Secretary”) assists the chairman in drawing the agenda of each meeting and each Director may request inclusion of matters in the agenda. All Directors have access to the Company Secretary who is responsible for ensuring that Board procedures are complied with and all applicable rules and regulations are followed.

Pursuant to code provision A.1.1 of the CG code, the Board should meet regularly and regular board meetings should be held at least four times per year. Additional meetings would be arranged if and when required. Directors may participate either in person or through electronic means of communications.

董事會

董事會組成

於本年報日期，董事會由八名董事組成，包括執行董事胡柱輝先生（行政總裁）、尹志偉先生及俞志軍先生，非執行董事尹民強先生（主席）及簡尹慧兒夫人，以及獨立非執行董事劉炳章先生、沈仲平博士，*BBS*及梅大強先生。

董事會在技能及經驗方面維持均衡，切合本公司業務所需。履歷詳情載於本年報第22頁至第30頁的「董事及高級管理層履歷」一節。

除尹志偉先生為尹民強先生的胞弟，及其中兩人為簡尹慧兒夫人的堂弟外，董事會成員之間並無其他財務、業務、家族或其他重大關係。

董事會定期會面，藉以討論及制定本集團整體策略以及營運及財務表現。本公司的公司秘書（「公司秘書」）協助主席訂定每次會議的議程，而每名董事可要求於議程上加入其他事項。全體董事均可獲取公司秘書的服務，而公司秘書負責確保董事會程序已獲遵守且所有適用規則及規例均獲遵循。

根據企業管治守則的守則條文第A.1.1條，董事會應定期召開會議，且須每年定期至少舉行四次董事會會議。必要時可安排舉行額外會議。董事可親自或透過電子通訊方式出席會議。



CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD OF DIRECTORS *(Continued)*

Board Composition *(Continued)*

The attendance record of each Director at the Board committee meetings held during the Year 2021 is set out in the table below:

Name of Director 董事姓名	Board 董事會	Attendance/Number of Meetings 會議出席情況/次數				Remuneration 薪酬委員會
		AGM 股東週年大會	Audit Committee 審核委員會	Nomination Committee 提名委員會		
Mr. Woo Chu Fai 胡柱輝先生	4/4	1/1	N/A 不適用	N/A 不適用	N/A 不適用	
Mr. Wun Chi Wai 尹志偉先生	4/4	1/1	N/A 不適用	N/A 不適用	N/A 不適用	
Mr. Yu Chi Kwan 俞志軍先生	4/4	1/1	N/A 不適用	N/A 不適用	N/A 不適用	
Mr. Wan Man Keung 尹民強先生	4/4	1/1	N/A 不適用	1/1	N/A 不適用	
Mrs. Kan Wan Wai Yee Mavis 簡尹慧兒夫人	4/4	1/1	3/3	N/A 不適用	1/1	
Mr. Lau Ping Cheung Kaizer 劉炳章先生	4/4	1/1	N/A 不適用	1/1	1/1	
Dr. Sham Chung Ping Alain, <i>BBS</i> 沈仲平博士, <i>BBS</i>	4/4	1/1	3/3	N/A 不適用	1/1	
Mr. May Tai Keung Nicholas 梅大強先生	4/4	1/1	3/3	1/1	N/A 不適用	

During the Year 2021, the Board has at all times met the requirements of rules 3.10(1) and 3.10(2) of the Listing Rules relating to the appointment of at least three independent non-executive Directors with at least one independent non-executive Director possessing appropriate professional qualifications, or accounting or related financial management expertise. The Company has three independent non-executive Directors and all of the three independent non-executive Directors have appropriate professional qualifications or accounting or related financial management expertise.

The three independent non-executive Directors represent more than one-third of the Board, the proportion of which can satisfy what is required by rule 3.10A of the Listing Rules whereby independent non-executive directors of a listed issuer must represent at least one third of the board. The Board believes there is sufficient independence element in the Board to safeguard the interest of Shareholders.

董事會 *(續)*

董事會組成 *(續)*

各董事出席於二零二一年度舉行的董事委員會會議的記錄載列如下：

Name of Director 董事姓名	Board 董事會	Attendance/Number of Meetings 會議出席情況/次數				Remuneration 薪酬委員會
		AGM 股東週年大會	Audit Committee 審核委員會	Nomination Committee 提名委員會		
Mr. Woo Chu Fai 胡柱輝先生	4/4	1/1	N/A 不適用	N/A 不適用	N/A 不適用	
Mr. Wun Chi Wai 尹志偉先生	4/4	1/1	N/A 不適用	N/A 不適用	N/A 不適用	
Mr. Yu Chi Kwan 俞志軍先生	4/4	1/1	N/A 不適用	N/A 不適用	N/A 不適用	
Mr. Wan Man Keung 尹民強先生	4/4	1/1	N/A 不適用	1/1	N/A 不適用	
Mrs. Kan Wan Wai Yee Mavis 簡尹慧兒夫人	4/4	1/1	3/3	N/A 不適用	1/1	
Mr. Lau Ping Cheung Kaizer 劉炳章先生	4/4	1/1	N/A 不適用	1/1	1/1	
Dr. Sham Chung Ping Alain, <i>BBS</i> 沈仲平博士, <i>BBS</i>	4/4	1/1	3/3	N/A 不適用	1/1	
Mr. May Tai Keung Nicholas 梅大強先生	4/4	1/1	3/3	1/1	N/A 不適用	

於二零二一年度，董事會一直遵守上市規則第3.10(1)及3.10(2)條有關須委任至少三名獨立非執行董事及其中至少一名獨立非執行董事必須具備適當的專業資格，或會計或相關的財務管理專長的要求。本公司有三名獨立非執行董事，而三名獨立非執行董事均具備適當的專業資格，或會計或相關的財務管理專長。

三名獨立非執行董事代表多於三分之一的董事會成員人數，比例可滿足上市規則第3.10A條所規定的人數，據規定，上市發行人的獨立非執行董事須佔董事會至少三分之一成員人數。董事會相信，董事會有足夠的獨立性以保障股東利益。

CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD OF DIRECTORS *(Continued)*

Board Composition *(Continued)*

Each of the executive and non-executive Directors has signed an appointment contract with the Company for a period of three years from the Listing Date and is subject to termination provisions therein and provisions on retirement by rotation and re-election of Directors as set out in the amended and restated memorandum and articles of association of the Company (the “Restated Articles”).

Each of the independent non-executive Directors has signed a letter of appointment with the Company for a period of three years from the Listing Date and is subject to termination provisions therein and provisions on retirement by rotation and re-election of Directors as set out in the Restated Articles.

The Company has received written confirmation from each of the independent non-executive Directors in respect of his independence in accordance with the independence guidelines set out in rule 3.13 of the Listing Rules. The Company is of the view that all independent non-executive Directors are independent.

Responsibilities of the Directors

The Board takes the responsibility collectively to oversee all major matters of the Company, including the formulation and approval of all policy matters, overall strategies, internal control and risk management systems, and monitor the performance of the senior executives. The Directors have to make decisions objectively in the interests of the Company. To oversee particular aspects of the Company’s affairs, the Board has established three Board committees, including the audit committee (the “Audit Committee”), the nomination committee (the “Nomination Committee”) and the remuneration committee (the “Remuneration Committee”) (together, the “Board Committees”).

All Directors, including independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning.

董事會 *(續)*

董事會組成 *(續)*

執行及非執行董事各自已與本公司訂立委任合約，自上市日期起為期三年，並須受其中所載終止條文及本公司經修訂及重列的組織章程大綱及細則（「經重列細則」）所載有關董事輪值退任及重選連任的條文所規限。

各獨立非執行董事已與本公司簽訂委任函，自上市日期起為期三年，並須受其中所載終止條文及經重列細則所載有關董事輪值退任及重選連任的條文所規限。

本公司已接獲各獨立非執行董事就其獨立身份根據上市規則第3.13條所載獨立指引發出的確認書。本公司認為全體獨立非執行董事均為獨立人士。

董事的責任

董事會負責共同監督本公司的所有重大事宜，包括制定及批准所有政策事宜、整體策略、內部控制及風險管理體系以及監察高級行政人員的表現。董事須就本公司的利益作出客觀決定。為監督本公司事務的特定方面，董事會已成立三個董事委員會，包括審核委員會（「審核委員會」）、提名委員會（「提名委員會」）及薪酬委員會（「薪酬委員會」）（統稱「董事委員會」）。

全體董事（包括獨立非執行董事）均為董事會帶來廣泛的寶貴業務經驗、知識及專業精神，從而使董事會有效且高效地發揮其職能。



CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD OF DIRECTORS *(Continued)*

Responsibilities of the Directors *(Continued)*

The independent non-executive Directors are responsible for ensuring a high standard of regulatory reporting of the Company and providing a balance in the Board for bringing effective independent judgement on corporate actions and operations, and are invited to serve on the Audit Committee, the Nomination Committee and the Remuneration Committee.

The Board has delegated to the management, consisting of executive Directors along with other senior executives, with the responsibilities for implementing the strategy and direction adopted by the Board from time to time and conducting the day-to-day management and operations of the Group.

The Board has delegated to the Board Committees responsibilities as set out in their respective terms of references. Further details of the Board Committees are set out in the sections headed “Audit Committee”, “Nomination Committee” and “Remuneration Committee” below.

BOARD DIVERSITY POLICY

The Company has adopted a board diversity policy (the “Board Diversity Policy”) on 22 January 2020 which sets out the approach to achieve and maintain diversity on the Board in order to enhance the effectiveness of the Board.

With a view to achieving a sustainable and balanced development, the Company sees increasing diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development.

The Nomination Committee reviews and assesses the Board composition on behalf of the Board and recommends the appointment of new Directors, taking into account a number of aspects, including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge, industry and regional experience, and length of service. All Board appointments will be based on meritocracy, and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board.

董事會 *(續)*

董事的責任 *(續)*

獨立非執行董事負責確保本公司維持高水平的監管報告，並平衡董事會權力，以就企業行動及營運作出有效的獨立判斷，且獨立非執行董事獲邀於審核委員會、提名委員會及薪酬委員會任職。

董事會授權管理層（包括執行董事及其他高級行政人員）負責實施董事會不時採納的策略及方針，以及進行本集團的日常管理及運營。

董事會已向董事委員會授權彼等各自職權範圍所載的職責。有關董事委員會的進一步詳情載於下文「審核委員會」、「提名委員會」及「薪酬委員會」各節。

董事會成員多元化政策

本公司已於二零二零年一月二十二日採納董事會成員多元化政策（「董事會成員多元化政策」），該政策載列實現及維持董事會成員多元化的方法，以提升董事會的效率。

為達致可持續及均衡的發展，本公司視提升董事會層面的多元化為支持其達到戰略目標及其可持續發展的關鍵元素。

提名委員會代表董事會檢討及評估董事會人員組成並經考慮，包括但不限於性別、年齡、文化及教育背景、種族、專業經驗、技能、知識、行業及地區經驗以及服務年期等多個方面後，就委任新董事提出推薦建議。董事會所有委任均以用人唯才為原則，並在考慮人選時以客觀條件充分顧及董事會成員多元化的裨益。

CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD DIVERSITY POLICY *(Continued)*

The Board will consider setting measurable objectives to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives.

The Nomination Committee will review the Board Diversity Policy annually to ensure its continued effectiveness.

The Company's diversity philosophy including the gender diversity was generally followed in the workforce throughout the Group for the Year 2021. As of the date of this report, 12.5% of Directors and 22.8% of total workforce were female. The Company will continue to promote diversity, including gender diversity, at workforce levels.

NOMINATION POLICY

The Board has adopted a nomination policy (the "Nomination Policy") on 22 January 2020 which sets out the criteria and process in the nomination and appointment of Directors, aims to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the Company and to ensure the Board's continuity and appropriate leadership. The Nomination Committee shall identify candidates who are qualified/suitable to become a member of the Board and to make recommendations to the Board on the selection of candidates nominated for directorships. The selection of candidates will be based on a range of selection criteria as set out in the Nomination Policy, including but not limited to, character and integrity, qualification, potential contributions the candidate can bring to the Board in terms of qualifications, skill, experience, independence and gender diversity, the candidate's willingness and ability to devote adequate time to discharge duties as a member of the Board.

董事會成員多元化政策 *(續)*

董事會將考慮制定可衡量的目標，以實施董事會成員多元化政策，並不時審閱有關目標，以確保其適當性及確定實現該等目標的進度。

提名委員會將每年審閱董事會成員多元化政策，以確保其持續行之有效。

於二零二一年度，本集團整個員工團隊普遍遵循本公司的多元化理念(包括性別多元化)。於本報告日期，12.5%董事及員工總數22.8%乃女性。本公司將繼續在員工隊伍層面促進多元化，包括性別多元化。

提名政策

董事會已於二零二零年一月二十二日採納提名政策(「提名政策」)，提名政策載有本公司董事提名及委任的準則及程序，旨在確保董事會均衡地具備切合本公司所需的技能、經驗及多元化視野，並確保董事會的持續性及領導能力屬適當。提名委員會將物色合資格／適合成為董事會成員的候選人，並就甄選提名擔任董事職務的候選人向董事會提出推薦建議。甄選候選人將基於提名政策所載的一系列甄選準則(包括但不限於性格及誠信、資歷、候選人就資歷、技能、經驗、獨立性及性別多樣性方面可為董事會帶來的潛在貢獻、候選人投放充足時間履行董事會成員職責的願意及能力)而定。

NOMINATION POLICY *(Continued)*

For the appointment of Directors, the Nomination Committee will first identify individual(s) suitably qualified to become Board members and assesses the independence of the proposed independent non-executive Director(s). Then, the Nomination Committee will make recommendation to the Board for consideration, having regard to the Board Diversity Policy and the Nomination Policy. The Board will confirm the appointment of the suitable candidate or recommend the candidate to stand for election at a general meeting of the Company. The candidate(s) who is/are appointed by the Board to fill a casual vacancy or as an addition to the Board will be subject to re-election by Shareholders at the next annual general meeting after initial appointment in accordance with the Restated Articles.

For the re-appointment of Directors, the Nomination Committee will also consider the retiring Directors based on the Board Diversity Policy and the Nomination Policy, and assess their independence before the Nomination Committee makes recommendation to the Board to consider. After the Board considers each retiring Directors, the Board will recommend the suitable retiring Directors(s) to stand for re-election at the annual general meeting in accordance with the Restated Articles. The Shareholders will approve the re-election of Directors at the annual general meeting.

The Nomination Committee shall review the structure, size, composition (including skills, knowledge, experience and length of service) of the Board on a regular basis at least annually and diversity of the Board to ensure that it has a balance of expertise, skills and experience and diversity of perspective appropriate to the requirements for the business of the Company.

提名政策 *(續)*

就委任董事而言，提名委員會首先將物色適合成為董事會成員的人選，並評估建議獨立非執行董事的獨立性。其後，提名委員會經計及董事會成員多元化政策及提名政策後向董事會提出推薦建議以供董事會考慮。董事會將確認合適候選人的委任或建議候選人出席本公司股東大會參加選舉。由董事會委任以填補臨時空缺或作為董事會新增成員的候選人將根據經重列細則於初步委任後在下屆股東週年大會上膺選連任本公司股東。

就重新委任董事而言，提名委員會亦將會根據董事會成員多元化政策及提名政策考慮退任董事，並於提名委員會向董事會提出推薦建議以供其考慮前評估退任董事的獨立性。於董事會考慮各退任董事後，董事會將根據經重列細則建議合適的退任董事在股東週年大會上膺選連任。股東將於股東週年大會上批准董事膺選連任。

提名委員會須至少每年定期檢討董事會的架構、規模、成員組成(包括技能、知識、經驗及服務年期)及董事會成員多元化，以確保董事會均衡地具備切合本公司業務所需的專業知識、技能及經驗以及多元化視野。

CORPORATE GOVERNANCE REPORT

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DIVIDEND POLICY

The Company has set up a dividend policy (the “Dividend Policy”) on 22 January 2020 with an aim to strike a balance between maintaining sufficient capital to develop and operate the business of the Group and rewarding the Shareholders. According to the Dividend Policy, in deciding whether to propose a dividend and in determining the dividend amount, the Board shall take into account the following factors:

- (a) the Company’s operating results, actual and expected financial performance;
- (b) retained earnings and distributable reserves of the Company and each of the members of the Group;
- (c) the level of the Group’s debts to equity ratio, return on equity and the relevant financial covenants;
- (d) any restrictions on payment of dividends that may be imposed by the Group’s lenders;
- (e) the Group’s expected working capital requirements, capital expenditure requirements and future expansion plans;
- (f) the Group’s liquidity position;
- (g) general economic conditions, business cycle of the Group’s business and other internal and external factors that may have an impact on the business or financial performance and position of the Company; and
- (h) any other factors that the Board may deem appropriate and relevant.

The declaration and payment of dividend by the Company is also subject to any restrictions under the Companies Laws of the Cayman Islands, any applicable laws, rules and regulations and the Restated Articles. The declaration and payment of future dividend under the Dividend Policy are subject to the Board’s determination that the same would be in the best interests of the Group and the Shareholders as a whole. The Board will review the Dividend Policy from time to time and may exercise at its sole and absolute discretion to update, amend and/or modify the Dividend Policy at any time as it deems fit and necessary.

股息政策

本公司已於二零二零年一月二十二日制定股息政策（「股息政策」），旨在於維持充足資本以發展及經營本集團業務與獎勵股東之間取得平衡。根據股息政策，董事會於決定是否派付股息及釐定股息金額時應考慮以下因素：

- (a) 本公司的經營業績、實際及預期財務表現；
- (b) 本公司及本集團各成員公司的保留盈利及可分配儲備；
- (c) 本集團的債權比率、股本回報率及相關財務契諾水平；
- (d) 本集團貸款人可能就派付股息施加的任何限制；
- (e) 本集團的預期營運資金需求、資本開支需求及未來擴展計劃；
- (f) 本集團的流動資金狀況；
- (g) 一般經濟狀況、本集團業務的業務週期及可能對本公司業務或財務表現及狀況造成影響的其他內部及外部因素；及
- (h) 董事會可能認為屬適當及相關的任何其他因素。

本公司宣派及派付股息亦須受開曼群島公司法的任何限制、任何適用法律、規則及法規以及經重列細則所規限。根據股息政策宣派及派付未來股息須待董事會釐定宣派及派付未來股息將符合本集團及股東的整體最佳利益後，方告作實。董事會將不時審閱股息政策，並可行使其全權酌情權在其認為屬合適及必要時隨時更新、修訂及／或修改股息政策。



CORPORATE GOVERNANCE REPORT

企業管治報告

CONTINUOUS PROFESSIONAL DEVELOPMENT OF DIRECTORS

Directors shall keep abreast of regulatory developments and changes in order to effectively perform their responsibilities and to ensure that their contribution to the Board remains informed and relevant. Every newly appointed Director has received formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements.

Directors have participated in the following trainings during the Year 2021:

董事的持續專業發展

董事應密切留意監管發展及變化以有效履行其職責，並確保其繼續在具備全面資訊及切合所需的情況下對董事會作出貢獻。各新委任董事於首次接受委任時已獲提供正式、全面及特為其設的就任須知，以確保彼等恰當理解本公司的業務及營運狀況，並完全知悉董事於上市規則及相關法律規定項下的責任及義務。

於二零二一年度，董事已參與以下培訓：

Name of Directors	董事姓名	Type of Training ^{Note} 培訓類別 ^{附註}
Executive Directors		
Mr. Woo Chu Fai	胡柱輝先生	A
Mr. Wun Chi Wai	尹志偉先生	A
Mr. Yu Chi Kwan	俞志軍先生	A
Non-executive Directors		
Mrs. Kan Wan Wai Yee Mavis	簡尹慧兒夫人	A&B
Mr. Wan Man Keung	尹民強先生	A&B
Independent Non-executive Directors		
Mr. Lau Ping Cheung Kaizer	劉炳章先生	A&B
Dr. Sham Chung Ping Alain, BBS	沈仲平博士, BBS	A&B
Mr. May Tai Keung Nicholas	梅大強先生	A&B
Note:	附註：	
Types of Training:	培訓類別：	
A: Attending training sessions, including but not limited to, expert briefings, seminars, conferences and workshops	A: 出席(包括但不限於)專家簡介會、研討會、會議及工作坊等培訓課程	
B: Reading relevant newspaper, journals, magazines and relevant publications	B: 閱覽有關報章、期刊、雜誌及相關出版物	

CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD COMMITTEES

Audit Committee

The Company established the Audit Committee on 22 January 2020 with written terms of reference in compliance with rule 3.21 of the Listing Rules and the CG code. The primary duties of the Audit Committee are to, among other things, (i) maintain relationship with the Company's external auditor by including but not limited to make recommendations to the Board on the appointment, re-appointment and removal of external auditors, (ii) review of financial information of the Company; and (iii) oversight of the Company's financial reporting system and internal control procedures.

The Audit Committee consists of Mr. May Tai Keung Nicholas and Dr. Sham Chung Ping Alain, *BBS* as the independent non-executive Directors, and Mrs. Kan Wan Wai Yee Mavis as the non-executive Director. Mr. May Tai Keung Nicholas currently serves as the chairman of the Audit Committee.

During the Year 2021, the Audit Committee has held three meetings and performed the following works:

- (a) reviewed the Group's annual audited consolidated financial statements for the Year 2020 and interim unaudited consolidated financial statements for the period ended 30 June 2021;
- (b) reviewed the changes in accounting standards and assessed their potential impacts on the Group's consolidated financial statements;
- (c) reviewed the Group's internal control system and related matters; and
- (d) considered and made recommendations on the change of the external auditors of the Group, and the terms of engagement.

The Company's annual results for the Year 2021 have been reviewed by the Audit Committee.

There had been no disagreement between the Board and the Audit Committee.

董事委員會

審核委員會

本公司於二零二零年一月二十二日成立審核委員會，並遵照上市規則第3.21條及企業管治守則訂有書面職權範圍。審核委員會的主要職責為（其中包括）：(i)通過包括但不限於就委任、重新委任及罷免外部核數師向董事會提供推薦意見維持與本公司外部核數師的關係，(ii)審閱本公司的財務資料；及(iii)監督本公司的財務報告體制及內部控制程序。

審核委員會由獨立非執行董事梅大強先生、沈仲平博士，*BBS*及非執行董事簡尹慧兒夫人組成。梅大強先生目前擔任審核委員會主席。

於二零二一年度，審核委員會已舉行三次會議，以履行以下職務：

- (a) 審閱本集團於二零二零年度的全年經審核綜合財務報表及截至二零二一年六月三十日止期間的中期末經審核綜合財務報表；
- (b) 審閱會計準則的變動，並評估有關變動對本集團綜合財務報表的潛在影響；
- (c) 檢討本集團的內部控制系統及相關事宜；及
- (d) 考慮更換本集團外部核數師及聘用條款，並就此提出推薦建議。

本公司於二零二一年度的全年業績已由審核委員會審閱。

董事會與審核委員會之間並無意見分歧。



CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD COMMITTEES (Continued)

Remuneration Committee

The Company established the Remuneration Committee on 22 January 2020 with written terms of reference in compliance with rule 3.25 of the Listing Rules and the CG code. The primary duties of the Remuneration Committee are to, among other things, (i) make recommendation to the Board on the policy and structure for all directors and senior management's remuneration and remuneration policy; (ii) review and approve the management's remuneration proposal with reference to the Board's corporate goals and objectives; (iii) make recommendation to the Board on the remuneration of all Directors and senior management; (iv) review and make recommendations to our Board on other remuneration-related matters, including benefits-in-kinds and their compensation payable to our Directors and senior management; and (v) consider salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Group.

The Remuneration Committee consists of Mr. Lau Ping Cheung Kaizer and Dr. Sham Chung Ping Alain, *BBS* as the independent non-executive Directors, and Mrs. Kan Wan Wai Yee Mavis as the non-executive Director. Dr. Sham Chung Ping Alain, *BBS* serves as the chairman of the Remuneration Committee.

The remuneration of the Directors and senior management are determined with reference to the responsibilities, workload, the time devoted and the performance of the Group. The Remuneration Committee also ensures that no individual will be involved in determining his/her own remuneration.

During the Year 2021, the Remuneration Committee has held one meeting for reviewing the remuneration packages of the Directors and the performance of them since the Listing.

董事委員會 (續)

薪酬委員會

本公司於二零二零年一月二十二日成立薪酬委員會，並遵照上市規則第3.25條及企業管治守則訂有書面職權範圍。薪酬委員會的主要職責為（其中包括）：(i)就全體董事及高級管理層的薪酬及薪酬政策的政策及架構向董事會提出推薦建議；(ii)經參考董事會的公司目標及宗旨審閱及批准管理層的薪酬建議；(iii)就全體董事及高級管理層的薪酬向董事會提出推薦建議；(iv)檢討其他薪酬相關事宜（包括應付董事及高級管理層的實物福利及補償），並就此向董事會提出推薦建議；及(v)考慮可資比較公司支付的薪金、所投放時間及職責以及本集團內其他職位的僱傭條件。

薪酬委員會由獨立非執行董事劉炳章先生及沈仲平博士，*BBS*及非執行董事簡尹慧兒夫人組成。沈仲平博士，*BBS*擔任薪酬委員會主席。

董事及高級管理層的薪酬乃經參考其職責、工作量、所投放時間及本集團表現而釐定。薪酬委員會亦確保任何人士均不會參與釐定其自身酬金。

於二零二一年度，薪酬委員會已舉行一次會議，藉以檢討自上市起董事的薪酬待遇及其表現。

CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD COMMITTEES *(Continued)*

Remuneration Committee *(Continued)*

Pursuant to code provision B.1.5 of the CG code, details of the remuneration of the senior management (other than Directors) by bands for the Year 2021 are as follows:

Not exceeding HKD1,000,000

Further details of the remuneration of the Directors and the 5 highest paid employees is set out in note 10 to the consolidated financial statements in this annual report.

Nomination Committee

The Company established the Nomination Committee on 22 January 2020 with written terms of reference in compliance with the CG code. The primary duties of the Nomination Committee are to, among other things, (i) review the structure, size, composition and diversity of our Board on a regular basis; (ii) identify individual suitably qualified to become Board members; (iii) assess the independence of independent non-executive Directors; (iv) make recommendations to our Board on relevant matters relating to the appointment or re-appointment of Directors and succession planning for Directors; and (v) make recommendations to our Board regarding candidates to fill vacancies on our Board and/or senior management.

The Nomination Committee consists of Mr. Lau Ping Cheung Kaizer and Mr. May Tai Keung Nicholas as the independent non-executive Directors and Mr. Wan Man Keung as the non-executive Director. Mr. Lau Ping Cheung Kaizer currently serves as the chairman of the Nomination Committee.

董事委員會 *(續)*

薪酬委員會 *(續)*

根據企業管治守則守則條文第B.1.5條，高級管理層(董事除外)於二零二一年度按薪酬範圍劃分的薪酬詳情如下：

**Number of
employee(s)**
僱員數目

不超過1,000,000港元

2

董事及五名最高薪酬僱員薪酬的進一步詳情載於本年報綜合財務報表附註10。

提名委員會

本公司於二零二零年一月二十二日成立提名委員會，並已遵照企業管治守則訂有書面職權範圍。提名委員會的主要職責為(其中包括)：(i)定期檢討董事會的架構、規模、成員組成及多元性；(ii)物色合資格成為董事會成員的適當人選；(iii)評估獨立非執行董事的獨立性；(iv)就有關委任或重新委任董事及董事繼任計劃的相關事宜向董事會提出推薦建議；及(v)就填補董事會及／或高級管理層空缺的人選向董事會提出推薦建議。

提名委員會由獨立非執行董事劉炳章先生及梅大強先生，及非執行董事尹民強先生組成。劉炳章先生目前擔任提名委員會主席。



CORPORATE GOVERNANCE REPORT

企業管治報告

BOARD COMMITTEES *(Continued)*

Nomination Committee *(Continued)*

During the Year 2021, the Nomination Committee has held one meeting for reviewing the independence of the independent non-executive Directors, considering the qualifications of the retiring Directors standing for election at the forthcoming annual general meeting of the Company, reviewing the structure, size, and composition of the Board and reviewing the Board Diversity Policy and the Nomination Policy.

The Nomination Committee considered that the independent non-executive Directors are independent and the aforesaid policies have been maintained up to the date of this annual report.

CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for performing the functions set out in code provision D.3.1 of the CG code.

During the Year 2021, the Board has reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance with the Model Code, and the Company's compliance with the CG code and disclosure in this corporate governance report.

DIRECTORS' AND AUDITORS' RESPONSIBILITY IN RESPECT OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the consolidated financial statements of the Group for the Year 2021 in accordance with statutory requirements and applicable accounting standards. The Directors are not aware of any material uncertainty that may cast significant doubt upon the Group's ability to continue as a going concern.

The statements of the independent auditor of the Group about their reporting responsibilities on the consolidated financial statements of the Group are set out in the "Independent Auditor's Report" on pages 91 to 99 of this annual report.

董事委員會 *(續)*

提名委員會 *(續)*

於二零二一年度，提名委員會已舉行一次會議，藉以檢討獨立非執行董事的獨立性、考慮退任董事於本公司應屆股東週年大會上接受選舉的資格、檢討董事會的架構、規模及成員組成，以及審閱董事會成員多元化政策及提名政策。

提名委員會認為，獨立非執行董事為獨立人士，且上述政策於截至本年報日期維持不變。

企業管治職能

董事會負責執行企業管治守則守則條文第D.3.1條所載的職能。

於二零二一年度期間，董事會已審閱本公司的企業管治政策及慣例、檢討董事及高級管理層的培訓及持續專業發展、檢討本公司遵守法律及監管規定方面的政策及慣例、檢討遵守標準守則的情況，以及檢討本公司遵守企業管治守則的情況及審閱企業管治報告的披露資料。

董事及核數師對綜合財務報表的責任

董事確認彼等有責任根據法定規定及適用會計準則編製本集團於二零二一年度的綜合財務報表。董事並不知悉任何可能對本集團持續經營能力構成重大疑問的重大不確定因素。

與獨立核數師對本集團綜合財務報表的申報責任相關的本集團獨立核數師聲明載於本年報第91至99頁的「獨立核數師報告」。

CORPORATE GOVERNANCE REPORT

企業管治報告

EXTERNAL AUDITOR'S REMUNERATION

For the Year 2021, the remunerations paid or payable to the external auditors, Deloitte Touche Tohmatsu in respect of its non-audit services of MOP0.4 million representing interim review for the 6 months period ended 30 June 2021 and filing of tax returns of a subsidiary of the Company for the year of assessment 2020/21; and Moore Stephens CPA Limited, in respect of its services being the annual audit fee for the Year 2021 was approximately MOP0.98 million.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board has the responsibility to maintain effective risk management and internal control systems in order to safeguard the Group's assets and investments and the Shareholders' interest and conducts a review on an ongoing basis. The Board acknowledges that such risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable but not absolute assurance against material misstatement or loss. The Board conducted review of the effectiveness of the risk management and internal control systems of the Company in aspects of the Group's financial, operational, compliance controls and risk management functions through the effort of the Audit Committee.

The Group currently has no internal audit function and the Board reviewed that it is more cost effective to engage an external independent consultant instead of recruiting a team of internal audit staff to perform such annual review function. During the Year 2021, LIF Consultants Limited (the "Consultant") was engaged to review the effectiveness of the risk management and internal control system. The Consultant worked closely with the Group to identify risk components and risk owners in different aspects through interviews with and workshops provided to the Group's management. Also, the Consultant assisted the Group to evaluate the adequacy of the existing mitigation plans. In addition, an independent review was conducted by the Consultant under the Committee of Sponsoring Organisation of the Treadway Commission's 2013 framework ("COSO") to identify weaknesses and enhance the effectiveness and efficiency of the internal control system of the Group. Last but not least, findings and recommendations resulting from the review were reported to and discussed with the Audit Committee and the Board, and the Consultant concluded that no significant area of concern that may affect the financial, operational, compliance control and risk management of the Group has been identified.

外部核數師薪酬

於二零二一年度，就非審核服務0.4百萬澳門元（即有關截至二零二一年六月三十日止六個月期間的中期審核及本公司一間附屬公司於二零二零年／二零二一年評稅年度提交之納稅申報表）已付或應付予外部核數師德勤•關黃陳方會計師行的薪酬及就其服務（即二零二一年度的年度審核費用）已付或應付予大華馬施雲會計師事務所所有公司的薪酬約為0.98百萬澳門元。

風險管理及內部控制

董事會有職責維持有效的風險管理及內部控制系統，以保障本集團的資產及投資以及股東權益，並須持續進行檢討。董事會知悉有關風險管理及內部控制系統旨在管理而非消除未能達成業務目標的風險，且僅可就重大失實陳述或損失作出合理而非絕對的保證。董事會透過審核委員會的工作已就本集團的財務、經營、合規控制及風險管理職能審閱本公司風險管理及內部控制系統的有效性。

本集團目前並無內部審核職能，且董事會認為委聘一名外聘獨立顧問而非聘用一支內部審核團隊以進行有關全年審閱職能更具成本效益。於二零二一年度，理賢薈顧問有限公司（「顧問」）獲委聘檢討風險管理及內部控制系統的有效性。顧問與本集團緊密合作，透過與本集團管理層的訪談及向其提供的研討分析，識別不同方面的風險成分及風險所有人。此外，顧問協助本集團評估現有緩解計劃是否充足。此外，顧問已根據Committee of Sponsoring Organisation of the Treadway Commission（「COSO」）的二零一三年框架進行獨立審查，以識別不足之處並提高本集團內部控制系統的有效性及效率。最後一個要點，審查得出的結果及推薦建議會向審核委員會及董事會匯報並就此與彼等討論，而顧問總結，彼概無識別出可能影響本集團的財務、經營、合規控制及風險管理的重大範疇。

CORPORATE GOVERNANCE REPORT

企業管治報告

RISK MANAGEMENT AND INTERNAL CONTROL *(Continued)*

The Board has the overall responsibility to maintain the adequacy of resources, staff qualifications and experience, training programs and budget of the Company's accounting and financial reporting function and the Board had reached the conclusion that the Group's risk managements and internal control systems were in place and effective.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Board has overall responsibility for the Group's environmental, social and governance strategy and reporting. The Board is responsible for the Group's ESG risk management and internal control systems to ensure that the ESG strategies and reporting requirements are met. Detailed information on the environmental, social and governance practices adopted by the Group is set out in the sections headed "Environmental, Social and Governance Report" ("ESG Report") of this annual report.

COMPANY SECRETARY

Mr. Yip Chi Fai resigned as the company secretary and Mr. Lo Kwun Kit, was appointed as the company secretary with effect from 7 July 2021. Mr. Yip and Mr. Lo have confirmed that for the Year 2021, they have taken no less than 15 hours of relevant professional training. The biographies of Mr. Yip and Mr. Lo set out in the section headed "Biographical Details of Directors and Senior Management" in this report headed "Biographical Details of Directors and Senior Management" in this report.

INSIDE INFORMATION POLICY

The Group has adopted a policy on disclosure of insider information with the aim to ensure the insiders are abiding by the confidentiality requirement and are fulfilling the disclosure obligation of the inside information.

風險管理及內部控制 *(續)*

董事會整體負責維持充足資源、員工資格及經驗、培訓項目以及本公司的會計預算及財務申報職能，而董事會已得出結論，本集團的風險管理及內部控制系統已有效落實。

環保政策及表現

董事會全面負責本集團之環境、社會及管治策略及報告。董事會負責本集團的環境、社會及管治風險管理及內部監控系統，以確保符合環境、社會及管治策略及報告要求。有關本集團採納的環境、社會及管治常規的詳細資料乃載於本年報「環境、社會及管治報告」（「環境、社會及管治報告」）一節。

公司秘書

葉志輝先生辭任公司秘書及盧冠傑先生獲委任為公司秘書，自二零二一年七月七日起生效。葉先生與盧先生均確認彼等於二零二一年度已接受不少於15小時的相關專業培訓。葉先生及盧先生的履歷載列於本報告「董事及高級管理層履歷」一節。

內幕消息政策

本集團已採納披露內幕消息政策，旨在確保內部人員遵守保密規定，並履行內幕消息的披露責任。

CORPORATE GOVERNANCE REPORT

企業管治報告

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS AND INVESTOR RELATIONS

The Company considers that effective communication with Shareholders and potential investors is essential for enhancing investor relations and understanding of the Group's business, performance and strategies. The Company has adopted the shareholders' communication policy with the objective of ensuring that the Shareholders and potential investors are provided with ready, equal and timely access to balanced and understandable information about the Company (including the financial performance, strategic goals and plans, material development, governance and risk profile). The Company also recognises the importance of timely and non-selective disclosure of information, which will enable Shareholders and potential investors to make the informed investment decisions.

To promote effective communication, the Company maintains the website of www.semhld.com; where up-to-date information on the Company's business operations and developments, financial information, corporate governance practices and other information are available for public access. Latest information of the Group including annual and interim reports, report and other corporate communications which will be sent to Shareholders and/or published are updated on the websites of the Stock Exchange (www.hkexnews.hk) and the Company's website in a timely fashion.

The forthcoming annual general meeting of the Company will be held on Friday, 24 June 2022. The notice of the annual general meeting, setting out details of each proposed resolutions, voting procedures and other relevant information, will be sent to the Shareholders at least 21 days before the annual general meeting.

與股東及投資者溝通以及投資者關係

本公司認為，與股東及潛在投資者有效溝通對加強投資者關係以及讓投資者了解本集團業務、表現及策略甚為重要。本公司已採納股東溝通政策，旨在確保股東及潛在投資者均獲提供可方便、平等及適時地取得不偏不倚而又易於理解的本公司資料（包括財務表現、策略目標及計劃、重大發展、管治及風險概況）。本公司亦認同及時和不經篩選披露資料的重要性，這將有助股東及潛在投資者作出知情投資決定。

為促進有效溝通，本公司設有網站www.semhld.com，該網站登載本公司業務營運及發展、財務資料、企業管治常規及其他資料的最新資訊以供公眾查閱。有關本集團的最新資訊（包括將寄發予股東及／或刊發的年報及中期報告、報告及其他公司通訊）會及時於聯交所網站(www.hkexnews.hk)及本公司網站更新。

本公司將於二零二二年六月二十四日（星期五）舉行應屆股東週年大會。載有各建議決議案、投票程序及其他相關資料的股東週年大會通告將於股東週年大會前至少21日寄發予股東。



CORPORATE GOVERNANCE REPORT

企業管治報告

SHAREHOLDERS' RIGHTS

Pursuant to article 58 of the Restated Articles, an extraordinary general meeting shall be convened on the requisition of one or more Shareholders holding, at the date of deposit of the requisition, not less than one-tenth of the paid-up capital of the Company having the right of voting at general meetings. Such requisition shall be made in writing to the Board or the Company Secretary for the purpose of requiring an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition. Such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit, the Board fails to proceed to convene such meeting, the requisitioner(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitioner(s) as a result of the failure of the Board shall be reimbursed to the requisitioner(s) by the Company.

There are no provisions in the Restated Articles or the Cayman Islands Company Law for Shareholders to move new resolution at general meetings. Shareholders who wish to move a resolution may request the Company to convene a general meeting in accordance with the procedures set out in the preceding paragraph. As regards proposing a person for election as a Director, please refer to the "Procedure for Shareholders to Propose a Person for Election as a Director" of the Company which is posted on the Company's website.

Enquiries to the Board

Shareholders may send their enquiries or requests to the Board through the Company's principal place of business in Hong Kong at Unit B, 5/F, Wing Sing Commercial Centre, Nos.12-16 Wing Lok Street, Sheung Wan, Hong Kong (email: general@semhld.com).

CONSTITUTIONAL DOCUMENTS

There was no change to the Company's constitutional documents during the Year 2021. The Restated Articles is available on the websites of the Company and the Stock Exchange.

股東權利

根據經重列細則第58條，於提交要求日期持有不少於本公司繳足股本（賦有於股東大會上投票的權利）十分之一的一名或以上股東有權要求召開股東特別大會。有關要求須以書面形式提交予董事會或公司秘書，旨在要求董事會召開股東特別大會，以處理有關要求所指明的任何事項。有關大會須於提交有關要求後兩個月內召開。倘董事會於提交有關要求後的21日內仍未召開有關大會，則要求人可自行以相同形式召開會議，而因董事會未能召開會議導致要求人產生的一切合理開支，則須由本公司付還要求人。

經重列細則或開曼群島公司法並無規定股東可於股東大會上提呈新決議案。有意提呈決議案的股東可依循上段所載程序向本公司要求召開股東大會。有關提名個別人士候選董事的事宜，請參閱本公司網站登載的本公司「股東提名候選董事程序」。

向董事會作出查詢

股東可透過本公司的香港主要營業地點（地址為香港上環永樂街12-16號永昇商業中心5樓B室）（電郵：general@semhld.com）向董事會發送查詢或要求。

組織章程文件

本公司的組織章程文件於二零二一年度並無變動。經重列細則可於本公司及聯交所網站查閱。

DIRECTORS' REPORT

董事會報告

The Board is pleased to present the annual report and the audited consolidated financial statements of the Group for the Year 2021.

PRINCIPAL ACTIVITIES

The Company acts as an investment holding company. The principal activities of the Group are providing electrical-related E&M engineering works mainly consisted of supply, installation and maintenance of electrical system, for new and existing buildings in the projects of commercial and residential development, hotel development, casino development, public properties and hotel renovation in Macau and Hong Kong. The principal activities of the Company's subsidiaries are set out in note 32 to the consolidated financial statements.

BUSINESS REVIEW

A review on the Group's business for the Year 2021 is set out under the section headed "Management Discussion and Analysis" of this annual report.

INITIAL PUBLIC OFFERING

The Listing was completed on 14 February 2020 and net proceeds from the placing and public offer was approximately MOP73.2 million (after deducting all listing related expenses). Please refer to the Management Discussion and Analysis section in this annual report for more details of the use of proceeds.

RESULTS AND DIVIDENDS

The results of the Group for the Year 2021 are set forth in the consolidated statement of profit or loss and other comprehensive income on page 100 of this annual report. The Board does not recommend the payment of a final dividend for the Year 2021 (2020 Year: Nil).

ANNUAL GENERAL MEETING

The annual general meeting will be held on Friday, 24 June 2022. A notice convening the meeting will be published in the Company's website and despatched to the Shareholders in the manner as required by the Listing Rules in due course.

董事會欣然提呈本集團二零二一年度的年報及經審核綜合財務報表。

主要業務

本公司為投資控股公司。本集團的主要活動為提供電氣相關機電工程業務，主要包括澳門及香港商業及住宅開發、酒店開發、娛樂場開發、公共物業及酒店翻新項目中新建及現有樓宇的電氣系統的供應、安裝及保養。本公司附屬公司的主要業務載於綜合財務報表附註32。

業務回顧

本集團於二零二一年度的業務回顧載於本年報「管理層討論及分析」一節。

首次公開發售

本公司於二零二零年二月十四日完成上市及配售及公開發售所得款項淨額為約73.2百萬澳門元（已扣除所有上市相關開支）。有關所得款項用途的更多詳情，請參閱本年報「管理層討論及分析」一節。

業績及股息

本集團二零二一年度的業績載於本年報第100頁的綜合損益及其他全面收益表。董事會不建議派付二零二一年度的末期股息（二零二零年度：無）。

股東週年大會

股東週年大會將於二零二二年六月二十四日（星期五）舉行。召開大會的通告將刊發於本公司網站及按上市規則要求的方式適時寄發予股東。

DIRECTORS' REPORT 董事會報告

CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company will be closed from Tuesday, 21 June 2022 to Friday, 24 June 2022, both days inclusive, during which period no transfer of Shares will be registered. In order to establish entitlements of attending and voting at the forthcoming annual general meeting of the Company, all completed transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at Level 54, Hopewell Centre, 183 Queen's Road East, Hong Kong for registration not later than 4:30 p.m. on Monday, 20 June 2022.

SUMMARY FINANCIAL INFORMATION

A summary of the published results and assets and liabilities of the Group for the last five years is set out on page 172 of this annual report. Such summary does not form part of the audited consolidated financial statements for the Year 2021.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in property, plant and equipment of the Group during the Year 2021 are set out in note 14 to the consolidated financial statements.

BORROWINGS

Details of borrowings of the Group as at 31 December 2021 are set out in note 23 to the consolidated financial statements.

SHARE CAPITAL

Details of the Company's share capital are set out in note 24 to the consolidated financial statements.

DEBENTURES

The Company did not issue any debenture during the Year 2021.

PRE-EMPTIVE RIGHTS

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

暫停辦理股份過戶登記手續

本公司股東名冊將於二零二二年六月二十一日（星期二）至二零二二年六月二十四日（星期五）（包括首尾兩日）暫停登記，於此期間將不再辦理股份過戶登記手續。為有權出席本公司應屆股東週年大會並於會上投票，須不遲於二零二二年六月二十日（星期一）下午四時三十分向本公司香港股份過戶登記分處卓佳證券登記有限公司（地址為香港皇后大道東183號合和中心54樓）遞交所有填妥之股份過戶表格連同相關股票辦理登記。

財務資料概要

本集團過去五年的已刊發業績及資產及負債概要載於本年報第172頁。有關概要並不構成二零二一年度經審核綜合財務報表一部分。

物業、廠房及設備

有關本集團二零二一年度物業、廠房及設備變動之詳情載於綜合財務報表附註14。

借貸

有關本集團於二零二一年十二月三十一日的借貸詳情載列於綜合財務報表附註23。

股本

有關本公司股本的詳情載於綜合財務報表附註24。

債權證

於二零二一年度，本公司並無發行任何債權證。

優先購買權

經重列細則或開曼群島法例並無有關本公司須按比例向股東提呈發售新股份之優先購買權規定。

DIRECTORS' REPORT

董事會報告

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

Neither the Company, nor any of its subsidiaries purchased, redeemed or sold any of the Company's listed securities during the Year 2021 and up to the date of this annual report.

RESERVES AND DISTRIBUTABLE RESERVES

As at 31 December 2020 and 31 December 2021, the Company has reserves available for distribution to Shareholders of approximately MOP39.9 million and of approximate MOP34.6, respectively.

Movements of the reserves of the Company and of the Group during the Year 2021 are set out in note 34 to the consolidated financial statements and in the consolidated statement of changes in equity on pages 170 and 103, respectively.

MAJOR CUSTOMERS AND SUPPLIERS

During the Year 2021, the Group's five largest customers and the largest customer accounted for approximately 97.0% and 69.4% (Year 2020: 90.9% and 64.9%) of the total revenue of the Group, respectively.

The Group's five largest subcontractors and the largest subcontractor accounted for approximately 49.0% and 13.4% (Year 2020: 71.8% and 18.7%) of the total subcontracting cost of the Group, respectively.

The aggregate purchases attributable to the Group's five largest suppliers and largest supplier accounted for approximately 71.8% and 18.3% (Year 2020: 78.6% and 31.6%) of the Group's total purchases for the Year 2021, respectively.

None of the Directors, their associates, or any Shareholder (which to the knowledge of the Directors own more than 5% of the Company's issued share capital) has any interest in any of the Group's five largest suppliers and customers.

購買、贖回或出售本公司上市證券

於二零二一年度以及直至本年報日期，本公司或其任何附屬公司概無購買、贖回或出售任何本公司上市證券。

儲備及可供分派儲備

於二零二零年十二月三十一日及二零二一年十二月三十一日，本公司可供分派予股東的儲備分別約為39.9百萬澳門元及約為34.6百萬澳門元。

本公司及本集團於二零二一年度的儲備變動分別載於綜合財務報表附註34及第170頁及第103頁的綜合權益變動表。

主要客戶及供應商

於二零二一年度，本集團五大客戶及最大客戶分別佔本集團總收益約97.0%及69.4%（二零二零年度：90.9%及64.9%）。

本集團五大分包商及最大分包商分別佔本集團總分包成本約49.0%及13.4%（二零二零年度：71.8%及18.7%）。

於二零二一年度，本集團五大供應商及最大供應商總採購額分別佔本集團總採購額約71.8%及18.3%（二零二零年度：78.6%及31.6%）。

概無董事、彼等的聯繫人、或任何股東（據董事所知擁有超過5%本公司已發行股本）於本集團五大供應商及客戶中擁有任何權益。



DIRECTORS' REPORT 董事會報告

KEY RELATIONSHIPS WITH EMPLOYEES, CUSTOMERS, SUPPLIERS AND OTHERS

Employees

The Group has maintained good relationship with our employees. The Group offers to our employees salary, bonuses and other allowances. In general, the Group determines employee salaries based on each employee's qualifications, position and seniority. The Group has assessed the performance of our employees, which forms the basis of our decisions with respect to salary raises, bonuses and promotions.

Customers

The Group has established stable business relationships with our major customers. Our long-term business relationships with our major customers and suppliers would further enhance our market recognition and enable us to attract more potential business opportunities.

Suppliers and subcontractors

The Group carefully evaluate the performance of our suppliers and select them based on a number of factors such as pricing, quality of material or equipment provided, timeliness of delivery and ability to comply with our requirements and specifications. The Group will review and assess their performance on an ongoing basis.

The Group also closely assess the performance of our subcontractors and select subcontractors based on their experience relevant to the particular project as well as their availability and fee quotations. The Group will review their performance on an ongoing basis. Subject to the Group's capacity, resource level, cost effectiveness, complexity of the projects and customers' requirements. The Group is accountable to our customers for the works performed in a project, including those carried out by our subcontractors.

與僱員、客戶、供應商及其他人士的主要關係

僱員

本集團與我們的僱員維持良好的關係。本集團向僱員提供薪金、花紅及其他津貼。一般而言，本集團根據各僱員的資歷、職位及年資釐定僱員薪金。本集團已評估僱員的表現，作為釐定加薪、花紅及晉升的依據。

客戶

本集團與主要客戶已建立穩定的業務關係。我們與主要客戶及供應商的長期業務關係將可進一步提升市場知名度並使得我們吸引更多潛在商機。

供應商及分包商

本集團根據多項因素審慎評估供應商的表現及甄選供應商，例如其價格、提供材料或設備的質素、交付及時性以及遵守要求和規範的能力。本集團將持續檢討及評估彼等的表現。

本集團亦根據分包商特定項目的相關經驗以及彼等的時間安排及費用報價緊密評估分包商的表現及甄選分包商。本集團將持續檢討分包商的表現。視乎本集團的產能、資源水平、成本效益、項目複雜性及客戶的要求而定。本集團就項目中的工程向客戶負責，包括由分包商所進行的工程。

DIRECTORS' REPORT

董事會報告

RELATED PARTY TRANSACTIONS

The Directors confirm that the Group's related party transactions as set out in note 26 to the consolidated financial statements were continuing connected transactions, which were exempt from all disclosure requirements, annual review and independent shareholder's approval requirements under Chapter 14A of the Listing Rules.

DIRECTORS

The Directors during the Year 2021 and up to the date of this annual report are as follow:

Executive Directors

Mr. Woo Chu Fai (*Chief Executive Officer*)
Mr. Wun Chi Wai
Mr. Yu Chi Kwan

Non-Executive Directors

Mr. Wan Man Keung (*Chairman*)
Mrs. Kan Wan Wai Yee Mavis

Independent Non-Executive Directors

Mr. Lau Ping Cheung Kaizer
Dr. Sham Chung Ping Alain, *BBS*
Mr. May Tai Keung Nicholas

In accordance with the Restated Articles, all Directors are subject to retirement by rotation at least once every three years and any new Director appointed by the Board to fill a causal vacancy or as an addition to the Board shall submit himself/herself for re-election by Shareholders at the next following general meeting after appointment.

TRANSACTION, ARRANGEMENT OR CONTRACT OF SIGNIFICANT

No transaction, arrangement or contract that is significant in relation to the Group's business, to which the Company, its holding company or subsidiaries was a party and in which a Director had a material interest, whether directly or indirectly, subsisted during the Year 2021.

關連方交易

董事確認，綜合財務報表附註26所載的本集團關連方交易為持續關連交易，其獲豁免上市規則第14A章項下的所有披露要求、年度審閱及獨立股東批准要求的規定。

董事

於二零二一年度內及直至本年報日期的董事如下：

執行董事

胡柱輝先生 (*行政總裁*)
尹志偉先生
俞志軍先生

非執行董事

尹民強先生 (*主席*)
簡尹慧兒夫人

獨立非執行董事

劉炳章先生
沈仲平博士, *BBS*
梅大強先生

根據經重列細則，全體董事須至少每三年輪值退任一次，董事會委任之任何填補臨時空缺或作為董事會新成員的董事應在接受委任後的下屆股東大會上接受股東重選。

重大交易、安排或合約

概無對本集團業務而言屬重大而本公司、其控股公司或附屬公司為訂約方之一及董事於其中擁有重大權益（無論直接或間接）且於二零二一年度內仍然存續的交易、安排或合約。



DIRECTORS' REPORT

董事會報告

DIRECTORS' SERVICE CONTRACTS

Each of the executive Directors has entered into a service contract with the Company for an initial term of three years commencing on 14 February 2020 and are subject to retirement by rotation in accordance with the Restated Articles.

The non-executive Directors and the independent non-executive Directors have been appointed for a fixed term of three years commencing on 14 February 2020 and are subject to retirement by rotation in accordance with the Restated Articles.

Apart from the foregoing, none of the Directors being proposed for re-election at the forthcoming annual general meeting has a service contract or a letter of appointment with the Company or any member of the Group, which is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

DIRECTORS' AND SENIOR MANAGEMENT'S BIOGRAPHIES

Biographical details of the Directors and the senior management of the Group are set out on pages 22 to 30 of this annual report.

CONFIRMATION OF INDEPENDENCE

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

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in Appendix 10 to the Listing Rules as a code of conduct of the Company regarding Directors' securities transactions. Having made specific enquiries of the Directors, all the Directors have confirmed that they have complied with the requirements of the Model Code for the Year 2021.

董事服務合約

各執行董事已與本公司訂立服務合約，自二零二零年二月十四日起初始任期為三年，並須根據經重列細則輪值退任。

非執行董事及獨立非執行董事已獲委任為固定任期，自二零二零年二月十四日起計為期三年，並須根據經重列細則輪值退任。

除前文所述者外，擬於應屆股東週年大會上重選連任的董事概無與本公司或本集團任何成員公司訂立不可由本集團於一年內終止而毋須支付賠償（法定賠償除外）的服務合約或委任函。

董事及高級管理層履歷

本集團董事及高級管理層履歷詳情載於本年報第22至30頁。

獨立性確認書

本公司已收到各獨立非執行董事根據上市規則發出的獨立性年度確認書。根據上市規則第3.13條，本公司認為獨立非執行董事仍具獨立性。

董事進行證券交易的標準守則

本公司已採納上市規則附錄十所載之上市發行人董事進行證券交易的標準守則（「標準守則」），作為本公司董事進行證券交易的行為守則。經向董事作出具體查詢後，全體董事均確認彼等於二零二一年度已遵守標準守則之規定。

DIRECTORS' REPORT

董事會報告

RETIREMENT BENEFITS SCHEME

Details of the retirement benefits schemes are set out in note 25 to the consolidated financial statements.

REMUNERATIONS OF THE DIRECTORS AND THE FIVE HIGHEST PAID INDIVIDUALS

Details of the Directors' remuneration and the five highest paid individuals are set out in the note 10 to the consolidated financial statements. The emoluments of the Directors and senior management of the Group are determined by the Remuneration Committee with reference to their relevant qualifications, experience, competence and the prevailing market conditions. None of the Directors waived or agreed to waive any emoluments for the Year 2021.

EMOLUMENT POLICY

Remuneration Committee is set up for reviewing the Group's emolument policy and structure for all remuneration of the Directors and senior management of the Group, having regard to the Group's operating results, individual performance of the Directors and senior management and comparable market practices.

The Company has adopted share option schemes as incentive to eligible employees, details of the schemes are set out in the section headed "Share Option Scheme" in this annual report. Details of the emoluments of the Directors and five highest paid individuals are set out in note 10 to the consolidated financial statements respectively. Details of the retirement benefits scheme are set out in note 25 to the consolidated financial statements.

退休福利計劃

退休福利計劃的詳情載於綜合財務報表附註25。

董事及五名最高薪酬人士之薪酬

董事之薪酬及五名最高薪酬人士詳情載於綜合財務報表附註10。本集團董事及高級管理層的薪酬乃由薪酬委員會經參考彼等的有關資質、經驗、能力及現行市況後釐定。於二零二一年度，概無同事放棄或同意放棄任何薪酬。

薪酬政策

本公司已成立薪酬委員會，通過參考本集團的經營業績、董事及高級管理層的個人表現及可供比較市場慣例，審閱本集團的薪酬政策及本集團董事及高級管理層所有薪酬的架構。

本公司已採納購股權計劃激勵合資格僱員，計劃的詳情載於本年報「購股權計劃」一節。董事及五名最高薪酬人士的薪酬詳情分別載於綜合財務報表附註10。退休福利計劃的詳情載於綜合財務報表附註25。



DIRECTORS' REPORT 董事會報告

PERMITTED INDEMNITY PROVISION

Pursuant to the Restated Articles, the Directors and other officers shall be indemnified and secured harmless out of the assets of the Company from and against all actions, costs, charges, losses, damages and expenses which they shall or may incur or sustain by reason of any act done, concurred in or omitted in or about the execution of their duties or supposed duties in their respective offices, except such (if any) as shall be incurred or sustained through their own fraud or dishonesty.

The Company has arranged for appropriate insurance coverage for the Directors' and officers' liabilities in respect of legal actions against the Directors and officers of the Group, thereby sustained or incurred, arising from or incidental to execution of duties of his/her offices.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the Year 2021 and up to the date of this annual report, none of the Directors or their respective associates (as defined in the Listing Rules) had any interest in any business which were in competition or were likely to compete, either directly or indirectly with the Group's business which needs to be disclosed pursuant to Rule 8.10 of the Listing Rules.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

At no time during the Year 2021 was the Company, its holding companies, or any of its subsidiaries a party to any arrangement to enable the Directors or their associates to acquire benefits by means of the acquisition of Shares in or debentures of the Company or any other body corporate.

獲准許彌償條文

根據經重列細則，董事及其他高級職員就彼等各自的職務執行其職責或假定職責時因作出、發生之作為或不作為而招致或蒙受的所有訴訟、費用、收費、損失、損害及開支，均可從本公司的資產獲得彌償及獲確保就此免受任何損害，惟因彼等欺詐或不誠實行為而招致或蒙受之事宜（如有）除外。

本公司已就本集團董事及高級職員因履行其職責而蒙受或產生或導致或附帶的法律訴訟為彼等投購適當的責任險。

董事於競爭業務中的權益

於二零二一年度及直至本年報日期，董事或彼等各自的聯繫人（定義見上市規則）概無於與本集團業務直接或間接競爭或可能競爭的任何業務中擁有任何權益而將須根據上市規則第8.10條予以披露。

董事購入股份或債權證的權利

於二零二一年度內任何時間，本公司、其控股公司或其任何附屬公司概無參與訂立任何安排，致使董事或彼等的聯繫人可透過購入本公司或任何其他公司機構的股份或債權證而獲益。

DIRECTORS' REPORT

董事會報告

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

As at 31 December 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 and its associated corporations, within the meaning of the SFO, which had 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 in which they are taken or deemed to have taken under such provisions), or which were required, pursuant to section 352 of the SFO, to be entered in the register referred to therein or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code contained in the Listing Rules, were as follows:

Long positions in the ordinary Shares

董事及主要行政人員於股份、相關股份及債權證中之權益及淡倉

於二零二一年十二月三十一日，董事及本公司主要行政人員於本公司及其相聯法團（定義見證券及期貨條例）的股份、相關股份或債權證中擁有根據證券及期貨條例第XV部第7及第8分部須知會本公司及聯交所的權益及淡倉（包括彼等根據有關條文被當作或視作擁有的權益及淡倉），或須根據證券及期貨條例第352條記入該條所述登記冊的權益及淡倉，或根據上市規則所載標準守則須知會本公司及聯交所的權益及淡倉如下：

於普通股之好倉

Name of Directors	Capacity/Nature of interests	Total number of Shares and underlying Shares held (L) 所持股份及相關股份總數(L) (Note 1) (附註1)	Approximate percentage of issued share capital 已發行股本的概約百分比
Mr. MK Wan 尹民強先生	Interest in a controlled corporation (Note 2) 於受控制法團的權益 (附註2)	1,500,000,000	75%

Notes:

- The letter "L" denotes a person's "long position" (as defined under Part XV of the SFO) in such Shares.
- SEM Enterprises Limited ("SEM Enterprises") is owned as to 77.0%, 20.0% and 3.0% by Mr. MK Wan, Mr. CW Wun and Mr. Yu respectively. Hence, Mr. MK Wan is deemed to be interested in all the Shares held by SEM Enterprises under the SFO.

附註：

- 「L」指該人士於該等股份的「好倉」（定義見證券及期貨條例第XV部）。
- SEM Enterprises Limited（「SEM Enterprises」）分別由尹民強先生、尹志偉先生及俞先生擁有77.0%、20.0%及3.0%權益。因此，根據證券及期貨條例，尹民強先生被視為於SEM Enterprises持有的所有股份中擁有權益。



DIRECTORS' REPORT 董事會報告

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES *(Continued)*

董事及主要行政人員於股份、相關股份及債權證中之權益及淡倉 *(續)*

Long positions in the ordinary shares of associated corporations of the Company

於本公司相聯法團的普通股之好倉

Name of Directors	Capacity/Nature of Interests	Name of associated corporations	Total number of shares held (L) 所持股份總數(L) <i>(Note 1)</i> <i>(附註1)</i>	Approximate percentage of issued share capital 已發行股本的概約百分比
董事姓名	身份／權益性質	相聯法團名稱		
Mr. MK Wan 尹民強先生	Beneficial owner, interest in a controlled corporation, interest held jointly with others 實益擁有人、於受控制法團之權益、與其他方共同持有之權益	SEM Enterprises	7,700	77.0%
Mr. CW Wun 尹志偉先生	Beneficial owner, interest held jointly with others 實益擁有人、與其他方共同持有之權益	SEM Enterprises	2,000	20.0%
Mr. Yu 俞先生	Beneficial owner, interest held jointly with others 實益擁有人、與其他方共同持有之權益	SEM Enterprises	300	3.00%

Note:

1. The letter "L" denotes a person's "long position" (as defined under Part XV of the SFO) in such shares.

附註：

1. 「L」指該人士於該等股份的「好倉」（定義見證券及期貨條例第XV部）。

Save as disclosed above, as at 31 December 2021, none of the Directors and chief executive of the Company had or was deemed to have any interests or short positions in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) as recorded in the register required to be kept under section 352 of SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

除上文所披露者外，於二零二一年十二月三十一日，概無本公司董事及主要行政人員於本公司或其相聯法團（定義見證券及期貨條例第XV部）之股份、相關股份或債權證中擁有或被視作擁有任何須根據證券及期貨條例第352條規定於存置之登記冊登記，或根據標準守則須另行知會本公司及聯交所之權益或淡倉。

DIRECTORS' REPORT

董事會報告

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

As at 31 December 2021, to the best knowledge of the Directors, the interests or short positions of the persons, other than the Directors or chief executives of the Company, in the Shares or underlying Shares as recorded in the register required to be kept by the Company under section 336 of the SFO were as follows:

Long positions in the Shares

Name of Shareholders 股東姓名	Capacity/Nature of interests 身份／權益性質	Total number of Shares and underlying Shares held (L) 所持股份及相關股份總數(L) (Note 1) (附註1)	Approximate percentage of issued share capital 已發行股本的概約百分比
SEM Enterprises	Beneficial interest (Note 2) 實益權益 (附註2)	1,500,000,000	75%
Ms. Lam Yin 林燕女士	Interest of spouse (Note 2) 配偶權益 (附註2)	1,500,000,000	75%

Notes:

- The letter "L" denotes a person's "long position" (as defined under Part XV of the SFO) in such Shares.
- Ms. Lam Yin is the wife of Mr. MK Wan and is deemed to be interested in the Shares which are interested by Mr. MK Wan under the SFO.

Save as disclosed herein, as at 31 December 2021, the Directors were not aware of any person (other than the Directors and chief executive of the Company) who had an interest and short position in Shares or underlying Shares as recorded in the register required to be kept by the Company under section 336 of the SFO.

主要股東於股份及相關股份之權益及淡倉

於二零二一年十二月三十一日，據董事所深知，除董事或本公司主要行政人員外，根據證券及期貨條例第336條規定本公司須存置之登記冊中所記錄之人士於股份或相關股份中擁有之權益或淡倉如下：

於股份之好倉

Name of Shareholders 股東姓名	Capacity/Nature of interests 身份／權益性質	Total number of Shares and underlying Shares held (L) 所持股份及相關股份總數(L) (Note 1) (附註1)	Approximate percentage of issued share capital 已發行股本的概約百分比
SEM Enterprises	Beneficial interest (Note 2) 實益權益 (附註2)	1,500,000,000	75%
Ms. Lam Yin 林燕女士	Interest of spouse (Note 2) 配偶權益 (附註2)	1,500,000,000	75%

附註：

- 「L」指該人士於該等股份的「好倉」（定義見證券及期貨條例第XV部）。
- 林燕女士為尹民強先生的妻子，根據證券及期貨條例，彼被視為於尹民強先生擁有權益的股份中擁有權益。

除本報告所披露者外，於二零二一年十二月三十一日，董事概不知悉任何人士（本公司董事及主要行政人員除外）於股份或相關股份中擁有根據證券及期貨條例第336條規定記錄於本公司須存置之登記冊的權益及淡倉。



DIRECTORS' REPORT 董事會報告

COMPLIANCE WITH THE DEED OF NON-COMPETITION

Each of the controlling Shareholders has made an annual declaration to the Company that for the Year 2021 and up to the date of this annual report, he/she/it and his/her/its associates have complied with the terms of non-competition undertakings (“Non-Competition Undertakings”) given in favour of the Company which are contained in the Deed of Non-Competition Undertaking. Details of the Non-Competition Undertakings are set out in the section headed “Relationship with the Controlling Shareholders” of the Prospectus. The independent non-executive Directors have also reviewed the status of compliance by each of the controlling Shareholders with the undertakings in the Non-Competition Undertakings and as far as the independent non-executive Directors can ascertain, there is no breach of any of the undertakings in the Non-Competition Undertakings.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Year 2021.

EQUITY-LINKED AGREEMENTS

No equity-linked agreements that (i) will or may result in the Company issuing Shares or (ii) require the Company to enter into any agreements that will or may result in the Company issuing Shares were entered into by the Company during the Year 2021 or subsisted at the end of the Year 2021.

TAX RELIEF

The Company is not aware of any relief on taxation available to the Shareholders by reason of their holdings of the Shares.

遵守不競爭承諾

於二零二一年度及直至本年報日期，各控股股東已向本公司作出年度宣言，彼及其聯繫人已遵守以本公司為受益人作出的不競爭承諾（「不競爭承諾」）的條款（載於不競爭承諾契約內）。不競爭承諾的詳情載於招股章程「與控股股東的關係」一節。獨立非執行董事亦已審閱各控股股東遵守不競爭承諾之承諾的情況，據獨立非執行董事所肯定，概無違反不競爭承諾之任何承諾。

管理合約

於二零二一年度，概無訂立或存續任何有關本公司整體或任何重大部分業務的管理及行政合約。

股權掛鈎協議

本公司概無於二零二一年度訂立或於二零二一年度年末仍然存續(i)將會或可能導致本公司發行股份或(ii)要求本公司訂立任何將會或可能導致本公司發行股份的任何股權掛鈎協議。

稅務寬免

本公司並不知悉股東因持有股份而獲任何稅務寬減。

DIRECTORS' REPORT

董事會報告

SHARE OPTION SCHEME

On 22 January 2020, the Company conditionally adopted the share option scheme (the "Share Option Scheme") as incentive or reward for contributions that the eligible participants have made or may make to the Group. Pursuant to the Share Option Scheme, the Company may grant options to any employee, advisor, consultant, service provider, agent, client, partner or joint-venture partner of the Company or its subsidiary (including any Director or any director of the Group's subsidiaries) who is in full-time or part-time employment with or otherwise engaged by the Company or any subsidiary at the time when an option is granted to such person under the Share Option Scheme or any person who, in the absolute discretion of the Board, has contributed or may contribute to the Group (the "Eligible Participants") to subscribe for the Shares thereby linking their interest with that of the Group.

Subject to the terms of the Share Option Scheme, the Board may, in their absolute discretion make offer to the Eligible Participants. The Share Option Scheme will remain in force for a period of 10 years from the date of adoption, after which period no further options will be granted but the provisions of the Share Option Scheme shall remain in force to the extent necessary to give effect to the exercise of any options granted or exercised prior thereto or otherwise as may be required in accordance with the provisions of the Share Option Scheme.

The maximum number of Shares in respect of which options may be granted at any time under the Share Option Scheme (together with options which may be granted under any other share option schemes) shall not exceed such number of Shares as equals to 10% of the issued share capital of the Company at the Listing Date.

The total number of Shares issued and to be issued upon exercise of the options granted to each grantee (including both exercised or outstanding options) in any 12-month period must not exceed 1% of the Shares in issue.

購股權計劃

於二零二零年一月二十二日，本公司有條件的採納購股權計劃（「購股權計劃」），以激勵或表彰合資格參與者對本集團作出的或可能作出的貢獻。根據購股權計劃，本公司可向本公司或其附屬公司的任何僱員、顧問、諮詢人員、服務供應商、代理、客戶、合夥人或合營企業合夥人（包括任何董事或本集團附屬公司的任何董事）授出購股權，而有關人士於獲授購股權計劃項下購股權時須為全職或兼職僱員或經本公司或任何附屬公司以其他方式委聘，或向董事會全權酌情認為對本集團作出或可能做出貢獻的任何人士（「合資格參與者」）授出購股權供其認購股份，與本集團保持一致利益。

受限於購股權計劃的條款，董事會可全權酌情考慮向合資格參與者提供購股權。購股權計劃將自採納日期起維持10年效力，該段期間後將不再授出任何購股權，惟就行使先前已授出或已行使的任何購股權或購股權計劃條文另有規定者則仍在必要的範圍內繼續生效。

根據購股權計劃於任何時候可能授出的購股權（連同根據任何其他購股權計劃可能授出的購股權）涉及的股份最大數目將不得超過相當於上市日期時本公司已發行股本10%的股份數目。

於任何12個月期間內，各獲授人行使獲授購股權後發行及將予發行的股份總數（包括已行使或尚未行使的購股權）不得超過已發行股份的1%。



DIRECTORS' REPORT 董事會報告

SHARE OPTION SCHEME *(Continued)*

The subscription price for Shares under the Share Option Scheme shall be determined by the Board, but in any event will not be less than the highest of (i) the closing price of the Shares on the Stock Exchange as shown in the daily quotations sheet of the Stock Exchange on the offer date of the particular option, which must be a business day; (ii) the average of the closing prices of the Shares as shown in the daily quotation sheets of the Stock Exchange for the five business days immediately preceding the offer date of the particular option; and (iii) the nominal value of a Share on the offer date of the particular option.

There were no share options outstanding under the Share Option Scheme nor were any share options granted, agreed to be granted, exercised, cancelled or lapsed under the Share Option Scheme since its adoption date and up to the date of this annual report. The total number of Shares available for grant under the scheme was 200,000,000 Shares, representing 10% of the issued share capital of the Company as at the date of this annual report.

DIVIDEND POLICY

The Company has adopted a dividend policy ("Dividend Policy"), pursuant to which the Company may declare and distribute dividends to the Shareholders to allow Shareholders to share the Company's profits and for the Company to retain adequate reserves for future growth.

The Board will continually review the Dividend Policy and reserves the right in its sole and absolute discretion to update, amend and/or modify the Dividend Policy at any time, and the Dividend Policy shall in no way constitute a legally binding commitment by the Company that dividends will be paid in any particular amount and/or in no way obligate the Company to declare a dividend at any time or from time to time.

購股權計劃 *(續)*

購股權計劃項下股份的認購價將由董事會釐定，無論如何將不會低於以下最高者：(i)授出有關購股權當日(必須為營業日)聯交所每日報價表所列股份收市價；(ii)緊接有關購股權授出日期前五個營業日聯交所每日報價表所列股份平均收市價；及(iii)授出有關購股權當日之股份面值。

自購股權計劃經採納日期及直至本年報日期，購股權計劃項下概無未行使購股權，其項下亦無任何購股權獲授出、同意將授出、行使、註銷或失效。計劃項下可供授出的股份總數為200,000,000股，佔本公司於本年報日期已發行股本10%。

股息政策

本公司已採納股息政策(「股息政策」)，據此本公司可向股東宣派及分派股息，令股東分享本公司的盈利及為本公司的未來發展保留足夠儲備。

董事會將繼續檢討股息政策，並保留絕對酌情權利以便隨時更新、修訂及／或修改股息政策。股息政策在任何情況下均不得構成本公司的法定約束承擔，規定本公司將按任何具體金額支付股息及／或在任何情況下均不會規定本公司有責任於任何時候或不時宣派股息。

DIRECTORS' REPORT

董事會報告

CORPORATE GOVERNANCE

The Company is committed to maintaining a high standard of corporate governance practices. Principal corporate governance practices adopted by the Company are set out in the Corporate Governance Report on pages 31 to 47 of this annual report.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

As a responsible corporation, the Group is committed to maintaining the highest environmental and social standards to ensure sustainable development of its business. The Group has complied with all relevant laws and regulations in relation to its business including health and safety, workplace conduct, employment and the environment. The "Environmental, Social and Governance Report", which forms part of this annual report, is set out on pages 64 to 90 of this annual report.

COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS

During the year ended 31 December 2021, as far as the Board and the management are aware, there was no material breach of or non-compliance with the applicable laws and regulations by the Group that has material impact on the business and operation of the Group.

SUFFICIENCY OF PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of the Directors, the Company has maintained the minimum public float required under the Listing Rules during the Year 2021.

企業管治

本公司致力維持高標準的企業管治常規。本公司採納的主要企業管治常規載於本年報第31至47頁的企業管治報告。

環境、社會及管治報告

作為一間負責任的企業，本集團致力維持最高的環境及社會標準，以確保其業務的可持續發展。本集團已遵守與其業務（包括健康及安全、工作場所的行為、僱傭及環境）有關的所有相關法律及法規。「環境、社會及管治報告」構成本年報的一部分，並載於本年報第64至90頁。

遵守相關法律及法規

於截至二零二一年十二月三十一日止年度，就董事會及管理層所知，本集團並無嚴重違反或不遵守對本集團業務及運營有重大影響的適用法律及法規。

足夠公眾持股量

根據本公司公開可得資料及據董事所知，於二零二一年度，本公司已維持符合上市規則規定的最低公眾持股量。



DIRECTORS' REPORT 董事會報告

REVIEW BY AUDIT COMMITTEE

The Audit Committee has reviewed with the management the accounting principles and practices adopted by the Group and has discussed auditing, internal control and financial reporting matters, which include the review of the audited consolidated financial statements of the Group for the Year 2021.

AUDITOR

Moore Stephens CPA Limited was appointed as the auditor of the Company on 30 November 2021 to fill the casual vacancy following the resignation of Messrs Deloitte Touche Tohmatsu.

The consolidated financial statements for the Year 2021 have been audited by Moore Stephens CPA Limited, who will retire and, being eligible, offer themselves for re-appointment at the forthcoming annual general meeting.

On behalf of the Board

Wan Man Keung
Chairman

Hong Kong, 25 March 2022

由審核委員會審閱

審核委員會已與管理層審閱本集團採納的會計原則及慣例，並已討論審核、內部監控及財務報告事宜，其中包括審閱本集團二零二一年度經審核綜合財務報表。

核數師

大華馬施雲會計師事務所有限公司於二零二一年十一月三十日已獲委任為本公司核數師以填補德勤•關黃陳方會計師行辭任產生的臨時空缺。

二零二一年度的綜合財務報表已由大華馬施雲會計師事務所有限公司進行審核，其將於應屆股東週年大會上退任，並合資格續聘。

代表董事會

尹民強
主席

香港，二零二二年三月二十五日

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

INTRODUCTION

The Group is principally engaged in provision of E&M engineering services. Over a decade of development, the Group realises Environmental, Social and Governance (“ESG”) are indispensable aspects to be incorporated in long-term development strategy. With this regard, the Group gradually enhances operational practices and develops ESG standards in a sustainable manner. Looking forward, the Group commits to establish a corporate culture that is better aligned with the expectations from stakeholders.

ESG governance structure

The Board holds the overall responsibility to oversee the Group’s ESG objectives, strategies, priorities, targets and goals, as well as the related policies and frameworks. Meetings are arranged regularly to evaluate the effectiveness of the current policies and procedures and develop appropriate solutions to improve the overall performance. In addition, the Group’s business and functional departments worked as ESG working groups, which assist to monitor the implementation of relevant strategies and collect data in their respective areas.

Reporting boundary

The Group is pleased to present its Environmental, Social and Governance Report (the “ESG Report”), which summarises the Group’s initiatives and key performance indicators (“KPIs”) for the Year 2021. The ESG Report covers the business impacts of its E&M engineering services in Macau and Hong Kong.

緒言

本集團主要從事提供機電工程服務。經過十年的發展，本集團意識到環境、社會及管治（「ESG」）為長期發展戰略中不可或缺的一部分。就此而言，本集團逐步加強營運常規，並持續制定ESG標準。展望未來，本集團致力於建立緊貼持份者期望的企業文化。

ESG管治架構

董事會全面負責監督本集團的ESG目標、戰略、優先事項、目標及目的以及相關政策及框架。定期召開會議，評估當前政策及程序的有效性，並制定適當的解決方案，以改善整體表現。此外，本集團的業務部門及職能部門作為ESG工作小組開展工作，協助監督相關戰略的實施並收集各自領域的數據。

報告範圍

本集團欣然提呈環境、社會及管治報告（「ESG報告」），概述本集團於二零二一年度實施的舉措及關鍵績效指標（「關鍵績效指標」）。ESG報告涵蓋其於澳門及香港的機電工程服務的業務影響。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

INTRODUCTION *(Continued)*

Reporting principles

The ESG Report has been prepared based on four reporting principles which are in compliance with the Environmental, Social and Governance Reporting Guide set forth in Appendix 27 to the Listing Rules.

緒言 *(續)*

報告原則

ESG報告乃按照符合上市規則附錄27所載的環境、社會及管治報告指引的四項報告原則編製。

Materiality	The Group undertook materiality assessment to ensure the ESG Report addresses concerns from stakeholders. The assessment started from identifying CSR issues from four different aspects, including environmental protection, employment and labour practices, operating practice and community investment. Based on the 24 issues identified, interviews and questionnaires were conducted to collect opinions from internal and external stakeholders. For details of the assessment result, please refer to the section headed “Materiality assessment” in the ESG Report.
重要性	本集團進行重大性評估，以確保ESG報告充分反映持份者的關注。評估從四個不同的方面來識別企業社會責任議題，包括環境保護、僱傭及勞工常規、營運慣例及社區投資。根據已識別的24個議題，本集團進行面談及問卷調查，以收集內部及外部持份者的意見。有關評估結果的詳情，請參閱本ESG報告「重大性評估」一節。
Quantitative	To ensure stakeholders can have a better understanding of this ESG report, all methodologies, assumptions, and source of conversion factor used to calculate the KPIs are disclosed in respective sections in the ESG report.
量化	為確保持份者能夠更好地了解本ESG報告，所有用於計算關鍵績效指標的方法、假設及換算系數均於ESG報告相應章節披露。
Consistency	Unless stated otherwise, the Group’s methods used to calculate the KPIs are consistent with last year. During the Year 2021, the ESG impact of the Group’s business operations in Hong Kong have been included and relevant comparative KPIs disclosed have been revised accordingly.
一致性	除另有說明外，本集團用於計算關鍵業績指標的方法與去年一致。於二零二一年度，本報告納入本集團於香港的業務營運的ESG影響，且所披露的相關比較關鍵績效指標亦已相應修訂。
Balance	This ESG Report is prepared on an objective and unbiased manner to ensure that the information provided reflects the true picture of the Group’s performance.
平衡	本ESG報告以客觀、不偏不倚的方式編製，以確保所提供的資料反映本集團業績的真實情況。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

INTRODUCTION *(Continued)*

Stakeholder engagement

Listening to stakeholders is one vital mean in assisting the Group to identify and balance risks from difference perspectives, this helps it to develop policies and set corporate goals. The Group keeps abreast of stakeholders' expectations through various communication channels. Below sets forth the channels used for communication with respective stakeholder group.

Stakeholder Group

持份者團體

Communication Channel

溝通渠道

Customers

客戶

- Customer satisfactory surveys
- Project meeting
- 客戶滿意度調查
- 項目會議

Employees

僱員

- Annual appraisal
- Training
- Meetings
- Internal announcement
- 年度評價
- 培訓
- 會議
- 內部公佈

Suppliers/Sub-contractors

供應商／分包商

- Project meeting
- Supplier assessment
- Site visiting
- 項目會議
- 供應商評估
- 實地考察

Investors/Shareholders

投資者／股東

- General meeting
- Annual and interim reports
- Circular/announcement
- 股東大會
- 年度及中期報告
- 通函／公佈

Community groups

社區團體

- Corporate website
- Industrial dinner
- Corporate social responsibility activities
- 公司網站
- 行業晚宴
- 企業社會責任活動

The Group values the feedback from stakeholders. If you have any thoughts and suggestions on the ESG Report, please share them to the Group at general@semhld.com.

緒言 *(續)*

持份者參與

傾聽持份者的意見是協助本集團從不同角度識別及平衡風險的重要方式之一，有助於本集團制定政策及設定企業目標。本集團透過各種溝通渠道了解持份者的期望。與各持份者團體溝通的渠道載列如下。

本集團重視持份者的反饋意見。閣下如對ESG報告有任何想法及建議，請通過general@semhld.com與本集團分享。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

INTRODUCTION *(Continued)*

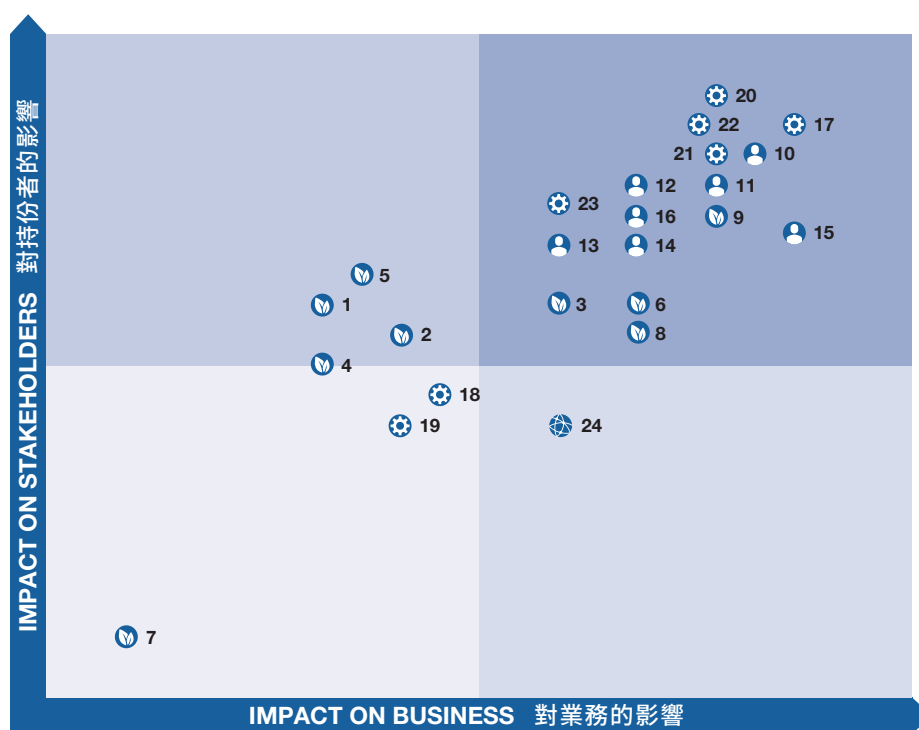
Materiality assessment

A materiality matrix was developed based on the replies from stakeholders, which 16 critical issues were identified. Among the critical issues, approximately 44% are related to employment and labour practices, followed by operational practices at approximately 31%, and environment protection at approximately 25%.

緒言 (續)

重大性評估

本集團根據持份者的答覆制定重大性矩陣，並確定16個重要議題。於重要議題中，約44%與僱傭及勞工常規有關，其次約31%與營運常規有關，以及約25%與環境保護有關。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

INTRODUCTION *(Continued)*

Materiality assessment *(Continued)*

Details of the 24 issues identified for materiality assessment are listed below:

緒言 *(續)*

重大性評估 *(續)*

重大性評估識別的24個議題的詳情列示如下：

1	Air emission 廢氣排放		13	Other benefits and welfare 其他待遇及福利	
2	Noise pollution 噪聲污染		14	Prevention of child labour and forced labour 防止童工及強制勞工	
3	Wastes management 廢棄物管理		15	Safety working environment and occupational hazards 安全的工作環境及職業危害	
4	Dust pollution 粉塵污染		16	Development and training 發展及培訓	
5	Water use and efficiency 水資源使用及效率		17	Quality assurance 質量檢定	
6	Energy use and efficiency 能源使用及效率		18	Protection of intellectual property rights 保護知識產權	
7	Energy use and efficiency 能源使用及效率		19	Consumer data protection 消費者數據保障	
8	Natural resource management 天然資源管理		20	Anti-corruption 反貪腐	
9	Climate change 氣候變化		21	Whistle-blowing policy 舉報政策	
10	Employment management 僱傭管理		22	Supply chain management 供應鏈管理	
11	Discrimination and equal opportunity 歧視及平等機會		23	Sub-contractor management 分包商管理	
12	Promotion and compensation system 晉升及薪酬制度		24	Community investment 社區投資	

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ENVIRONMENTAL PROTECTION

The Group strives to identify sources that may have potential direct and indirect impacts to the environment from its operation in various aspects including the use of materials and resources, waste management, water pollution and air emission. In case any are identified, the Group commits to work against these sources to minimise the impact and seek alternatives to work around. Environment management system was established focusing on wastes reduction and resources saving and efficiency which will be discussed in turn below.

During the Year 2021, the Group was not prosecuted for any breach of any applicable environment laws and regulations, including but not limited to Law no. 2/91/M regarding the environment law of Macau, Law no. 8/2014 regarding the law of prevention and control of ambient noise, Air Pollution Control Ordinance (Chapter 311 of the Laws of Hong Kong) and Waste Disposal Ordinance (Chapter 358 of the Laws of Hong Kong).

Emissions

Sources of emissions

The Group's E&M works mainly consisted of supply, installation and maintenance of various electrical system such as energy supply system, escalator and lift, heating system, ventilation system, air conditioning system, low voltage system, distribution board and switchboard, communication lines system, building automation system, lightning protection system, fire detection and protection system, security and alarm system, and plumbing and drainage system.

These works are usually manual works which do not require intensive heating process (e.g. welding), and do not involve the use of heavy machines and equipment. As such, air emissions resulted from heating and fuel combustion activities are limited.

環境保護

本集團致力從多層面識別經營活動對環境造成直接及間接潛在影響的來源，包括使用物料及資源、廢棄物管理、水污染及廢氣排放。如識別任何潛在影響的來源，本集團承諾對該等來源進行處理，將影響減至最低，並尋求替代方案。本集團已建立專注於減少廢棄物、節約資源及提高效率的環境管理系統，將於下文討論。

於二零二一年度，本集團並無因違反任何適用的環境法律及法規而受到起訴，包括但不限於第2/91/M號法律（就澳門環境綱要法而言）、第8/2014號法律（關於預防及控制環境噪音的法律）、香港法例第311章《空氣污染管制條例》及香港法例第358章《廢物處置條例》。

排放物

排放物來源

本集團機電工程主要包括各種電氣系統的供應、安裝及保養，如能源供應系統、自動扶梯及電梯、供暖系統、通風系統、冷氣系統、低壓系統、配電箱及配電櫃、通信線路系統、樓宇自動化系統、防雷系統、火災探測及保護系統、安全及報警系統，以及管道及排水系統。

該等工程通常以人手操作，無需大量加熱過程（如焊接），且無需使用重型機器及設備。因此，因加熱及燃料燃燒活動產生的廢氣排放有限。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ENVIRONMENTAL PROTECTION *(Continued)*

Emissions *(Continued)*

Sources of emissions *(Continued)*

For waste emissions, the Group does not generate any hazardous waste, and wastage of construction materials is the only non-hazardous waste generated from its works. These wastages are usually scraps cut off from materials, such as cables and copper, during the installation process due to difference in size of the materials employed and the dimension of the working structure. However, the amounts of wastages generated from works are limited. Scraps are disposed to on site collection facilities which are managed by employers or main contractors.

General activities associated to its business operations will also generate emissions. They include daily general usage of gasoline fuels, electricity and water from staff quarters, fuels consumed from motor vehicle for travelling between construction sites, and paper usage for construction drawing and general documentation.

Measures and initiatives

As the generation of emissions from the Group's operations are minimal, except for maintaining the current level of emissions, the Group has not established any reduction targets yet. However, the Group is committed to continually explore the possibilities of further reduction opportunities in the future. Despite the absent of emission targets, the Group continuously employs the following measures to maintain the way to build in a sustainable manner.

Waste management is always a crucial subject of the Group as it creates great cost saving opportunities. With this regard, the Group reviews consistency of workings, drawings and specifications to avoid wastage of materials as a result of possible re-work. For procurement, the Group purchases materials with the most suitable size to reduce excessive cut-offs and re-use scrapped materials where possible.

With respect to air emissions, the Group promotes resources saving and efficiency to reduce emissions for its activities from staff quarter and general office. For details of the measures and initiatives, please refer to the section headed "Use of resources" in this ESG Report. In addition, with the aim to ease gaseous fuel consumption emissions, the Group had replaced the daily general usage of liquefied petroleum gas stoves and boilers with electronic appliances for cooking and heating during the Year 2021.

環境保護 *(續)*

排放物 *(續)*

排放物來源 *(續)*

就廢棄物排放而言，本集團並無產生任何有害廢棄物，且建材廢棄物乃自其工程產生的唯一無害廢棄物。該等廢棄物通常為在安裝過程中由於所用材料的尺寸與工程結構的尺寸不同而從各材料（如電纜及銅）切割下來的碎片。然而，工程產生的廢棄物數量有限。碎片會被丟棄於由僱主或總承建商管理的現場收集設施內。

與業務運營相關的一般活動亦會產生排放物。其包括日常使用的汽油燃料、員工宿舍用電及用水、在建築工地之間的機動車輛出行所耗的燃料以及建築圖紙及一般文件所用的紙張。

措施及倡議

由於本集團營運產生的排放量極少，除維持當前的排放水平外，本集團尚未制定任何減排目標。然而，本集團致力於不斷探索未來進一步減排機會的可能性。儘管並無排放目標，惟本集團仍持續採取以下措施以維持可持續發展的方式進行建造。

廢棄物管理一直為本集團的重要工作，原因為其創造節省成本的巨大機會。為此，本集團保持審查工程、圖紙及規格的一致性，以避免因可能重做而浪費材料。就採購而言，本集團採購尺寸最合適的材料，以減少過多的切邊及在可能的情況下重複使用廢棄材料。

就廢氣排放而言，本集團於員工宿舍及一般辦事處活動中提倡節約資源及提高效率，以減少其排放物。有關措施及倡議的詳情，請參閱本ESG報告「資源使用」一節。此外，為減少氣體燃料消耗排放物，本集團已於二零二一年度以電器替換日常普遍使用的液化石油氣爐具及鍋爐，用於烹飪及取暖。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ENVIRONMENTAL PROTECTION (Continued)

Emissions (Continued)

Measures and initiatives (Continued)

Below sets out the KPIs for different types of emissions during the Year 2021.

環境保護 (續)

排放物 (續)

措施及倡議 (續)

下文載列不同類別排放物於二零二一年度的關鍵績效指標。

		Unit 單位	2021 二零二一年	2020 二零二零年
Gaseous fuel consumption emissions	氣體燃料消耗排放物			
NOx emissions	氮氧化物排放物	kg 千克	27,460.62	51,254.28
SOx emissions	硫氧化物排放物	kg 千克	136.62	255.00
Vehicles emissions	車輛排放物			
NOx emissions	氮氧化物排放物	kg 千克	0.78	1.00
SOx emissions	硫氧化物排放物	kg 千克	0.02	0.02
PM emissions	PM排放物	kg 千克	0.06	0.07
Greenhouse gas emission in CO₂e	溫室氣體排放物 (以二氧化碳當量計算)			
Scope 1 – Direct emissions	範圍1—直接排放物			
Stationary combustion sources	固定燃燒源	tonnes 噸	0.45	0.84
Mobile combustion sources	移動燃燒源	tonnes 噸	3.42	2.88
Scope 2 – “Energy Indirect” emissions	範圍2—「能源間接」排放物			
Electricity purchased	外購電力	Note 1 附註1 tonnes 噸	70.89	78.77
Scope 3 – Other indirect emissions	範圍3—其他間接排放物			
Paper waste disposed at landfills	在填埋場處置廢紙	tonnes 噸	4.96	5.30
Electricity used for processing fresh water and sewage by government department	政府部門處理淡水及污水使用的電力	Note 2 附註2 tonnes 噸	0.53	1.25
Non-hazardous waste	無害廢棄物			
Paper	紙張	tonnes 噸	1.03	1.10

Notes:

- For electricity, the emission factor of 0.820 kg/kWh and 0.710 kg/kWh are available in Companhia de Electricidade de Macau's Sustainability Report 2020 and Hong Kong Electric's Sustainability Report 2020 respectively.
- For water, the emission factor of 0.231 kg/m³ and 0.417 kg/m³ are available from Macao Water's Sustainability Report 2020 and Water Supplies Department's Annual Report 2019/20 respectively.

附註：

- 就電力而言，排放系數0.820千克／千瓦時及0.710千克／千瓦時可分別於澳門電力股份有限公司二零二零年可持續發展報告及港燈二零二零年可持續發展報告中查閱。
- 就供水而言，排放系數0.231千克／立方米及0.417千克／立方米可分別於澳門自來水二零二零年可持續發展報告及水務署二零一九／二零年年度報告中查閱。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ENVIRONMENTAL PROTECTION *(Continued)*

Use of resources

The Group keeps promoting green concepts to raise employees' awareness about the environment footprint created from daily operations. In order to build a green working environment, the Group continuously develops and implements environmental policies and practices in achieving resources saving and efficiency.

環境保護 (續)

資源使用

本集團不斷推廣綠色理念，以提高員工對日常運營所造成的環境足跡的意識。為營造綠色的工作環境，本集團不斷制定及實施環境政策及常規以實現資源節約及效率。



GREEN PROCUREMENT 綠色採購

- Evaluate the usage of materials to avoid overstock
評估材料的使用情況，避免庫存過多
- Purchases supplies with recycled content
購買可回收的耗材
- Select energy efficiency electrical appliances
選擇節能電器



ENERGY SAVING 節約能源

- Maintain the office air-conditioning at an average temperature of 25 degrees Celsius
辦公室冷氣平均溫度保持於25攝氏度
- Switch off lights, air-conditioners and all other electronic devices when not in use
不使用時關閉電燈、冷氣及所有其他電子設備



PAPER SAVING 節省紙張

- Equip photocopier with one tray for single-sided paper and another for new paper
為影印機配備一個用於放置單面紙的紙盤及另一個用於放置新紙的紙盤
- Encourage double-sided printing
鼓勵雙面打印
- Promote the use of electronic communication and documentation
提倡使用電子通訊及文件



WATER SAVING 節約用水

- Review water bills to detect abnormal consumption
查看水費單以查明異常消耗
- Inspect water leakage regularly
定期檢查漏水情況



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ENVIRONMENTAL PROTECTION (Continued)

Use of resources (Continued)

The Group's major resources consumptions were sourced from the electricity and water consumed by office and staff quarters for daily operation/living. The Group's premises where they are located did not encounter any issue in sourcing water. To ensure the implementation of a low-carbon workstyle, the Group's ESG working group will actively review electricity and water bills to detect abnormal consumption and investigate if any significant usages are noted.

During the Year 2021, as some of the Group's management stationed in Hong Kong had reduced the travel to Macau, several tenancies of the Group's staff quarter had ended. As a result, the overall usage of electricity and water from staff quarter have been decreased accordingly. On the other hand, the Group had acquired one workshop and leased one office to cope with the Group's business development in Macau and Hong Kong during the Year 2021. The Group targets to reduce energy consumption intensity continuously by inspiring its employees on conservation habitats and regularly monitor the consumption of energy. Below sets out the KPIs for the consumption of respective sources. The disclosure for the use of packaging materials is not relevant to the Group's businesses.

環境保護 (續)

資源使用 (續)

本集團的主要資源消耗乃源自辦公室及員工宿舍日常營運／生活所消耗的水電。本集團所在辦公場所取水時並無遇到任何問題。為確保低碳工作方式的實施，本集團的ESG工作小組將積極審查電費及水費單，以查明異常消耗，如發現任何重大使用情況，將展開調查。

於二零二一年度，由於本集團部分駐港管理人員減少了前往澳門的次數，本集團已終止數份員工宿舍租約。因此，員工宿舍的整體用電量及用水量均相應減少。另一方面，本集團於二零二一年度購置一個車間及租用一間辦公室，以應對本集團在澳門及香港的業務發展。本集團的目標是通過鼓勵僱員養成節約習慣及定期監測能源消耗情況，不斷降低能源消耗密度。下文載列各來源消耗量的關鍵績效指標。包裝材料使用的披露與本集團的業務無關。

		Unit 單位	2021 二零二一年	2020 二零二零年
Energy consumption	能源消耗			
Offices and workshops	辦公室及車間	kWh	25,368.00	10,887.00
Staff quarters	員工宿舍	kWh	62,756.00	88,811.00
Energy consumption intensity	能源消耗密度	kWh/unit	8,011.27	11,077.56
Water consumption	水消耗			
Offices and workshops	辦公室及車間	m ³	59.00	—
Staff quarters	員工宿舍	m ³	1,092.00	2,577.00
Water consumption intensity	水消耗密度	m ³ /unit	164.43	429.50

Notes: The water consumptions of several office premises are not included above as the water is provided by building management and shared among different tenants.

附註：上表並無計入數個辦公場所的用水量，原因是用水由樓宇管理處提供，並由不同租戶分擔。

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二零二一年環境、社會及管治報告

ENVIRONMENTAL PROTECTION *(Continued)*

The environment and natural resources

Despite the Group's E&M works will not have direct significant impact to the environment, the quality of its works may lead to serious environment issues, such as unintentional leakage, if systems are not properly installed. The Group committed to execute a robust quality management system to ensure that system can be operated as intended. Details of the quality management system are discussed under the section headed "Product responsibility" in the ESG Report.

Climate change

With response to the defining issue of our time, the Group has identified climate-related risks and evaluate the potential financial and operational impacts on its business operation during the Year 2021. With reference to the recommendations of the Task Force on Climate related Financial Disclosures framework, the climate-related risks and the corresponding mitigation measures are as follows:

Judging from the labour-intensive operations of the Group, acute risks arising from storm, fold and heatwave will pose significant delay to the projects' progress. During the extreme weather events, workers may not be able to commute to clients' work site and affect the delivery schedules of raw materials. In additions, the structure installed and materials on site will also exposed to risk of damage, resulting in financial losses. On the other hand, as majority of the Group's works are performed indoor, gradual changes in mean temperatures will lead to higher chronic risk of occupational hazards due to stuffy working environment.

Regarding to the physical risks identified above, project meetings will be held regularly so that actions plan can be developed timely to rectify any potential delays. Also, precaution measure to safeguard the structure installed and materials on site are employed prior to possible extreme weather events. They include, among others, (i) inspecting drainage inlets to ensure water discharge will not be blocked and installing water pump, if necessary, (ii) using plastic sheeting to keep floodwater out for temporary protection, and (iii) wrapping and securing materials on site. Furthermore, project team will inspect the ventilation condition and employ ventilation fans on work sites to prevent workers suffered from heatstroke.

環境保護 *(續)*

環境及天然資源

儘管本集團的機電工程不會對環境產生直接重大影響，惟倘系統安裝不當，其工程質量可能會導致嚴重的環境問題，例如意外洩漏。本集團承諾執行健全的質量管理系統，以確保系統能夠按擬定用途運行。質量管理系統的詳情於ESG報告「產品責任」一節討論。

氣候變化

為應對時代的界定性議題，本集團已識別氣候相關風險，並評估二零二一年度內對其業務營運的潛在財務及營運影響。經參考氣候相關財務信息披露工作組框架的建議，氣候相關風險及相應緩解措施如下：

從本集團的勞動密集型業務來看，風暴、洪水及熱浪帶來的急性風險將對項目進度造成重大延誤。在極端天氣事件期間，工人可能無法前往客戶的工作現場，並影響原材料的交付進度。此外，現場安裝的結構及材料亦將面臨損壞風險，造成經濟損失。另一方面，由於本集團的大部分工作在室內進行，平均氣溫的逐漸變化將導致因工作環境悶熱而造成職業危害的慢性風險增加。

對於上述已識別的物理風險，本集團將定期召開項目會議，以便及時制定行動計劃，糾正任何潛在的延誤。此外，在可能發生極端天氣事件之前，本集團亦會採取預防措施，保護現場安裝的結構及材料。該等措施包括（其中包括）(i)檢查排水口，以確保排水口不會堵塞，並在必要時安裝水泵；(ii)使用膠布防止洪水進入，以作臨時保護；及(iii)包裹及固定現場材料。此外，項目組將檢查通風情況，並在工作現場配備通風機，以防止工人中暑。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

SOCIAL – EMPLOYMENT AND LABOUR PRACTICES

Employment

Human resources are the cornerstone of the Group, and the Group commits to shoulder the responsibility to provide them with safe working environment and support their career advancement.

The Group is subject to labour laws and regulations which includes, but not limited to, Labour Relations Law, Employees' Compensation Insurance Ordinance, Social Security System, laws and regulations for the employment of non-resident worker, regulation on prohibition of illegal work and lists of restricted and prohibited works provided by minors.

To ensure compliance with the relevant labour laws and regulations, the Group have established human resource management system to govern, among others, recruitment process, hiring and termination procedures, promotion and compensation system, health and safety management and training and development program of the Group.

The Group respects human rights and strictly prohibited any act of discrimination in the workplace. To ensure this can be eliminated, standard performance criteria are used to ensure that every employee are evaluated equally and consistently. Gender, age, race, skin color, nationality, religion and political affiliation will never be a factor for consideration of performance evaluation. In additions, the Group encourages employee to voice out if any dishonorable act is observed.

As of 31 December 2021, the Group had a total of 66 (2020: 42) employees and directors with direct employment relationship, and the overall Group's employee turnover rate was 31% (2020: 3%). During the Year 2021, the Group had hired 42 employees, of which approximately 55% were additional employees for project department, followed by 38% were hired for the replacement of resigned employee, and 7% were hired for handling administrative and accounting works.

社會－僱傭及勞工常規

僱傭

人力資源為本集團的基石，本集團致力於承擔為彼等提供安全的工作環境，並支持其職業發展的責任。

本集團須遵守勞工法律及法規，包括但不限於《勞動關係法》、《僱員賠償保險條例》、《社會保障制度》、《聘用外地僱員法及施行細則》、《禁止非法工作規章》以及《限制及禁止未成年人的工作清單》。

為確保遵守相關勞工法律及法規，本集團已建立人力資源管理體系，以監管（其中包括）招聘過程、僱用及解僱程序、晉升及薪酬制度、健康與安全管理以及本集團的培訓及發展計劃。

本集團尊重人權並嚴格禁止工作場所的任何歧視行為。為確保杜絕該等行為，我們使用標準績效指標確保對每名僱員進行平等一致的評估。性別、年齡、種族、膚色、國籍、宗教及政治背景絕不會成為績效考核的考慮因素。此外，本集團鼓勵僱員在發現任何不良行為時踴躍舉報。

截至二零二一年十二月三十一日，本集團共有66名（二零二零年：42名）直接僱傭關係的僱員及董事，本集團的整體僱員流失率為31%（二零二零年：3%）。於二零二一年度，本集團共聘用42名僱員，其中約55%為項目部新增僱員，38%為接替辭職僱員，7%為處理行政及會計工作的僱員。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

SOCIAL – EMPLOYMENT AND LABOUR PRACTICES *(Continued)*

Employment *(Continued)*

Below set forth KPIs of the Group's employment:

社會－僱傭及勞工常規 *(續)*

僱傭 *(續)*

下文載列本集團僱傭的關鍵績效指標：

		2021 二零二一年		2020 二零二零年	
		Number of employees 僱員人數	Turnover rate 流失率	Number of employees 僱員人數	Turnover rate 流失率
By gender	按性別劃分				
Male	男性	52	33%	33	4%
Female	女性	14	26%	9	–
By age group	按年齡組別劃分				
30 or below	30歲或以下	17	58%	7	–
31 – 50	31至50歲	27	36%	17	7%
51 or above	51歲或以上	22	10%	18	–
By job position	按工作崗位劃分				
Top and senior management	最高及高級管理層	13	24%	12	10%
Middle management	中級管理層	24	22%	13	–
Entry level	初級	29	48%	17	–
By geographical region	按地區劃分				
Macau	澳門	28	28%	22	–
Hong Kong	香港	38	38%	20	6%

Notes: The employee turnover rates are calculated using number of employees leaving employment divided by average number of employees for the Year 2021.

附註： 僱員流失率按離職僱員人數除以二零二一年度平均僱員人數計算。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

SOCIAL – EMPLOYMENT AND LABOUR PRACTICES *(Continued)*

Health and safety

Risks of accidents and injuries to workers in construction sites are inherent. The Group has established occupational health and safety management system to minimise accidents in the workplace and ensure work sites are operated in compliance with relevant law and regulation. In the Year 2021, the Group did not receive any prosecutions in relation to occupational health and safety. No work injuries and work-related fatalities occurred in each of the past three years.

社會－僱傭及勞工常規 *(續)*

健康與安全

建築工地工人的事故及傷害風險屬固有性質。本集團已建立職業健康與安全管理系統，以將工作場所的事故減至最少，並確保工地根據相關法律及法規營運。於二零二一年度，本集團並無因職業健康與安全事宜遭檢控。過往三個年度各年並無發生工傷及與工作有關的傷亡事故。



PERSONAL SAFETY AND EDUCATION 人身安全與教育

- Distribute safety manuals to all workers
- 向所有工人派發安全手冊
- Offer training courses to ensure workers are familiar with the safety rules
- 提供培訓課程，以確保工人熟悉安全規則
- Wear personal protective equipment
- 穿戴個人防護裝備



SITE SUPERVISORS 工地主管

- Perform site visits and inspections regularly
- 定期進行實地考察及檢查
- Stop/suspend any unsafe acts and dangerous operations
- 停止／暫停任何不安全的行為及危險作業
- Review safety rules and policies regularly
- 定期審閱安全規則及政策



EMERGENCY PROTOCOL 應急機制

- Report to site supervisor to ensure injured worker receive immediate medical treatment
- 向工地主管報告，以確保受傷工人立即接受治療
- Report such work injury to the Labour Affairs Bureau and insurer within the stipulated time
- 在規定時間內向勞工事務局及保險公司報告有關工傷



MACHINE MAINTENANCE 機器保養

- Check to ensure all machines are in good condition before they are put into service
- 在投入使用前進行檢查以確保所有機器處於良好狀態
- Maintain updated list of machines to ensure regular maintenance is performed
- 保留機器的更新清單以確保執行常規保養

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021 二零二一年環境、社會及管治報告

SOCIAL – EMPLOYMENT AND LABOUR PRACTICES *(Continued)*

Development and Training

As an E&M engineering company, the development and training program heavily focus in the safety area. Due to the nature of the Group's operating practice, it often hires foreign workers from labour quota and engages sub-contractors to carry out its works. As such, the Group must provide adequate safety training to ensure employees and employees of sub-contractors are familiar with the Group's safety policy.

Our training programs are developed on project basis, this is because the risk of injuries associated to the works content may vary. The Group training programs cover various aspects which include, among others, machine operation, work at height, work in hot weather, on-site materials management, electricity application, fire prevention and emergency procedure.

During the Year 2021, the Group offered a total of 2,341 (Year 2020: 3,508) hours of internal safety training courses to 215 (Year 2020: 150) workers, including our employees and employees of sub-contractor, and the average training hours completed per worker was approximately 11 (Year 2020: 23) hours. As the employees of sub-contractor do not have direct employment relationship with the Group, the calculation for percentage of employees trained for sub-contractor is not applicable.

社會－僱傭及勞工常規 *(續)*

發展及培訓

作為機電工程公司，開發與培訓計劃主要關注安全領域。由於本集團營運常規的性質，其經常從勞工配額僱用外籍工人並聘用分包商開展工作。因此，本集團必須提供足夠的安全培訓，以確保僱員及分包商的僱員熟悉本集團的安全政策。

本集團的培訓計劃乃根據項目而制定，此乃由於與工作內容相關的受傷風險可能有所不同。本集團的培訓計劃涵蓋各個層面，包括（其中包括）機器操作、高空作業、高溫天氣工作、工地材料管理、電力應用、防火及應急程序。

於二零二一年度，本集團為215名（二零二零年度：150名）工人（包括我們的僱員及分包商的僱員）提供共計2,341（二零二零年度：3,508）個小時的內部安全培訓課程，每名工人完成的平均培訓時數為約11（二零二零年度：23）個小時。由於分包商的僱員與本集團並無直接僱傭關係，因此計算分包商受訓僱員百分比並不適用。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

SOCIAL – EMPLOYMENT AND LABOUR PRACTICES *(Continued)*

Development and Training *(Continued)*

社會－僱傭及勞工常規 *(續)*

發展及培訓 *(續)*

		2021 二零二一年		2020 二零二零年	
		Percentage of employees trained 受訓僱員百分比	Average training hours 平均培訓時數	Percentage of employees trained 受訓僱員百分比	Average training hours 平均培訓時數
Workforce by gender	按性別劃分的僱員				
Male	男性	50%	18	52%	47
Female	女性	36%	25	50%	41
Sub-contractor	分包商	N/A 不適用	10	N/A 不適用	20
Workforce by job position	按工作崗位劃分的僱員				
Top and senior management	最高及高級管理層	69%	21	17%	65
Middle management	中級管理層	50%	20	77%	39
Entry level	初級	34%	17	56%	49
Sub-contractor	分包商	N/A 不適用	10	N/A 不適用	20

Note: The percentage of employees trained is calculated using number of employees trained divided by number of employees at the end of the Year 2021.

附註： 受訓僱員百分比按受訓僱員人數除以二零二一年底僱員人數計算。

Labour standards

The Group strictly prohibits any child or forced labour, or any unfair treatment to our employees and does not employ staff who are below 18 years of age. With this regard, the Group has established recruitment procedure which requires that identity, age and other personal information of all job applicants must be verified to ensure that they are physically and conditionally qualified to be hired. If any incidents of above are discovered, the Group will immediately stop the child from working, report to the local labour bureau in time for any incidents of child labour and investigate the cause and factor leading to forced labour. In addition, disciplinary actions will be taken to punish the wrongdoer.

During the Year 2021, there were no reported non-compliance with relevant laws and regulations relating to preventing child or forced labour.

勞工準則

本集團嚴格禁止任何童工或強制勞工，或對僱員作出任何不公平待遇，亦不會僱用18歲以下員工。為此，本集團已制定招聘程序，要求必須核實所有求職者的身份、年齡及其他個人資料，以確保彼等的身體及條件符合錄用資格。如發現任何上述事件，本集團將立即終止該孩童工作，及時向當地勞動局報告任何童工事件，調查導致強制勞工的原因及因素。此外，本集團亦將採取紀律處分，懲罰不法行為人。

於二零二一年度，本集團並無報告任何違反有關防止童工或強制勞工的相關法律法規的情況。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

SOCIAL – OPERATING PRACTICES

Supply chain management

Suppliers and sub-contractors are vital business partner of the Group as they contribute to assist the Group towards quality excellence. Supplier/sub-contractor management policy was established which defines the robust requirements and procedure in monitoring the selection of suppliers and sub-contractors. Standard acceptance procedure, such as obtaining attainment and business registration documents, sample testing and site visiting, will be performed before new supplier and sub-contractor are engaged. All approved suppliers and sub-contractors are recorded in an internal approved list and are subject to regular evaluation. Generally, the Group will invite more than one supplier/sub-contractors from the approved list for each order/sub-contracting work for quotation purpose. During the selection and evaluation process, the Group will consider factors including, among others, product quality, on-site performance, labour management, safety management system and environmental responsibility.

The Group also requires its supply chain partners to uphold the Group's principles of ethical business conduct thereby minimizing the environmental and social risk that may be encountered. Any suppliers or sub-contractors with inferior past records of material environmental or social accidents, such as excessive pollutions discharges to the environment, and exploitation of workers, will be remove from the approved suppliers list.

社會－營運常規

供應鏈管理

供應商及分包商為本集團至關重要的業務合作夥伴，原因為彼等於協助本集團實現卓越品質方面作出貢獻。本集團已建立供應商／分包商管理政策，該政策界定監控選擇供應商及分包商的嚴格要求及程序。於聘用新供應商及分包商之前，將執行標準的接納程序，如獲取資質及商業登記文件、樣品測試及現場考察。所有認可的供應商及分包商均記錄於內部認可清單，並須進行定期評估。一般而言，本集團將從認可清單邀請一名以上供應商／分包商就每項訂單／分包工程進行報價。於甄選及評估過程中，本集團將考慮產品質量、現場表現、勞工管理、安全管理制度及環境責任等因素。

本集團要求其供應鏈合作夥伴秉承本集團的商業道德操守原則，從而將可能遇到的環境及社會風險降至最低。任何過往於重大環境或社會事故方面有不良記錄的供應商或分包商，如向環境排放過多的污染物及剝削工人，將從認可供應商清單中剔除。

	2021	2020
	二零二一年	二零二零年

Number of suppliers by geographical region 按地區劃分的供應商數目

Hong Kong	香港	55	28
Macau	澳門	43	26
China	中國	3	3



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

SOCIAL – OPERATING PRACTICES *(Continued)*

Product responsibility

Quality control is one crucial process to the Group's business as this is the foundation leading to the Group's success. The Group established comprehensive policy governing the required procedure to perform at the inception and completion of a project. To ensure the quality of project implementation, members are assigned to project teams according to complexity and scale of the project, and each team member was assigned with specified duties.

Site supervisor is responsible for monitoring the quality of works of employees and sub-contractors in real time. Project's progress meetings are held regularly to ensure our works meet customers' specification, completed according to schedule and comply with all relevant regulatory requirement. Furthermore, inspection checks are performed for all materials, machineries and equipment delivered before they are employed.

In addition, the Group, together with the customers, will perform site acceptance test for all electrical system installed to ensure conformity to specifications. If any defects detected within the defect liability period, the project manager would investigate, and workers will be arranged to address the defects. During the Year 2021, the Group have not received any complaint or request for product recall from our customers due to quality, safety and health issue in relation to works performed.

As the Group's business process does not involve advertising and labelling practices nor possess significant consumer data, the impacts relating to the protection of intellectual property and consumer data are relatively immaterial to the Group. Nevertheless, to protect our brand, all of our business logo have been properly registered. In the event of intellectual property infringement by third parties, the Group will engage its legal counsel to take necessary action against them. In addition, all the software and information system employed in daily operations are with legitimate licenses. On the other hand, contracts between the Group and its employees contain a confidentiality clause to prevent the disclosure of sensitive information. Proper internal control procedures are employed in the Group's operational and information technology system to ensure that information will only be access by authorised personnel/department of the Group.

社會－營運常規 *(續)*

產品責任

質量控制為本集團業務的關鍵過程，原因為其為本集團取得成功的根基。本集團已制定規管於項目開始及完成時必須執行的程序的綜合政策。為確保項目實施的質素，本集團根據項目的複雜性及規模向項目團隊分配成員，並為每名團隊成員分配指定職責。

工地主管負責即時監控僱員及分包商的工作質素。本集團將定期舉行項目進度會議，以確保工程符合客戶要求及如期完成，並符合所有相關監管要求。此外，本集團於使用之前，對已交付的所有材料、機械及設備進行檢查。

此外，本集團將與客戶共同對所有已安裝的電氣系統進行現場驗收測試，以確保符合規格。倘於缺陷責任期內發現任何缺陷，項目經理將進行調查，並安排工人處理該等缺陷。於二零二一年度，本集團並無接獲客戶因所執行工程的質量、安全及健康問題而提出的任何投訴或產品召回要求。

由於本集團的業務流程並無涉及廣告及標籤慣例，亦無重要消費者數據，因此與保護知識產權及消費者數據有關的影響對本集團而言相對並不重要。然而，為保護我們的品牌，我們所有的商業標識均已妥為註冊。倘第三方侵犯知識產權，本集團將聘請其法律顧問對其採取必要的行動。此外，日常營運中使用的所有軟件及信息系統均有合法許可證。另一方面，本集團與其僱員訂立的合約載有一項保密條款，以防止敏感資料的洩露。本集團的營運及信息科技系統已採用適當的內部控制程序，以確保資料僅可由本集團授權人員／部門查閱。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021 二零二一年環境、社會及管治報告

SOCIAL – OPERATING PRACTICES *(Continued)*

Anti-corruption

The Group commits to maintain a corporate culture with integrity, probity and accountability through the establishment of relevant anti-corruption policies. Code of conduct, conflict of interest policy and privacy and confidentiality information were covered in the Group's internal control manuals which clearly defines the moral standards it desired. In additions, corruption, bribery or fraud in any form is strictly prohibited. Whistleblowing policy was established to allow employees to report any misconduct or malpractice events observed on a confidential platform, and will be duly investigated by the Group's senior management or audit committee. Any matters of genuine concern are to be thoroughly investigated by the management and actions will be taken accordingly.

Trainings and employee handbook, including information relating to anti-corruption, were arranged and circulated to employees and directors at the commencement of employment and during employment (if there are any updates) to ensure employees are aware of the philosophy, objectives, and policies of the Group.

During the Year 2021, there was no bribery, extortion, fraud or money laundering found, and no legal case regarding corrupt practices brought against the Group or its employees.

社會－營運常規 *(續)*

反貪腐

本集團致力於透過制定相關反貪腐政策保持誠信、正直及追責的企業文化。本集團的內部控制手冊涵蓋行為準則、利益衝突政策以及私隱及保密資料，其明確界定所需的道德標準。此外，嚴禁任何形式的貪腐、賄賂或欺詐。我們已制定舉報政策，以令僱員於保密平台報告所發現的任何不當行為或瀆職事件，並將由本集團高級管理層或審核委員會進行適當調查。本集團徹底調查須認真看待的事宜並採取相應行動。

我們將安排培訓並於僱傭開始時及僱傭期間(如有更新)向僱員及董事分發員工手冊(包括有關反貪腐的資料)，以確保僱員了解本集團的理念、目標及政策。

於二零二一年度，本集團並無發現賄賂、勒索、欺詐及洗黑錢的情況，亦無涉及針對本集團或其僱員的貪腐行為提起的法律案件。



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

SOCIAL – COMMUNITY

Community investment

The Group commits to support the communities through social participation and had dedicated its focus in contributing the environment, labour needs and health. The Group actively shares social affairs to employees so as to increase their awareness to the community, and eventually repay the society through participating in social events and helping vulnerable groups. Looking forward, the Group hopes to join hand with stakeholders to better serve the community.

The foremost priority for the Group is to provide our employees with a safe and healthy and comfortable working environment. During the outbreak of COVID-19, the Group has taken the following precautionary measures at its workplaces to minimise the risk of transmission:

- Enhancing implementation of hygienic measures in all workplaces and provide guidance to strengthen employees care for employees;
- Providing hand sanitizers inside company and workplace to fulfill employees' hand sanitizing needs;
- Any person who has symptoms of fever, or other respiratory symptoms would be advised to seek medical advice and would be refused entry to workplaces;
- Arranging employees to work in shifts and work from home; and
- Encouraging employees to have vaccination.

社會－社區

社區投資

本集團致力於通過社會參與支持社區，並專注於為環境、勞工需求及健康作出貢獻。本集團積極與僱員分享社會事務，以提高彼等對社區的意識，並通過參加社交活動及幫助弱勢群體最終回報社會。展望未來，本集團希望與持份者攜手合作，更好地為社區服務。

本集團的首要任務是為僱員提供安全、健康、舒適的工作環境。新冠肺炎疫情(COVID-19)疫情期間，本集團已在其工作場所採取以下預防措施，以將傳播風險降至最低。

- 在所有工作場所加強實行衛生措施，並提供指引，以加強員工的員工關懷計劃；
- 在公司及車間內部提供洗手液，以滿足僱員的洗手需求；
- 建議任何有發燒症狀或其他呼吸道疾病症狀的人士前往求醫，並拒絕其進入工作場所；
- 安排僱員輪班工作及居家辦公；及
- 鼓勵員工接種疫苗。

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ESG CONTENT INDEX

環境、社會及管治內容索引

Aspect 層面	KPI 關鍵 績效指標	Description 描述	Section reference 參考章節
A. Environmental A.環境			
Emissions 排放物	A1	<p><i>General Disclosure</i> 一般披露事項</p> <p>Information on: 有關廢氣及溫室氣體排放、排污水及向土地排污、有害及無害廢棄的：</p> <p>a) the policies; and a) 政策資料；及</p> <p>b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	Environmental protection 環境保護
	A1.1	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	Emissions 排放物
	A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions in total (in tonnes) and, where appropriate, intensity. 直接(範圍1)及能源間接(範圍2)溫室氣體排放總量(以噸計算)及(如適用)密度。	Emissions 排放物
	A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生有害廢棄物總量(以噸計算)及(如適用)密度。	Emissions 排放物
	A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生無害廢棄物總量(以噸計算)及(如適用)密度。	Emissions 排放物
	A1.5	Description of emissions target(s) set and step taken to achieve them. 描述所訂立的排放量目標及為達到這些目標所採取的步驟。	Emissions 排放物
	A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	Emissions 排放物

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二零二一年環境、社會及管治報告

ESG CONTENT INDEX (Continued)

環境、社會及管治內容索引 (續)

Aspect 層面	KPI 關鍵 績效指標	Description 描述	Section reference 參考章節
A. Environmental (Continued)			
A. 環境 (續)			
Use of resources 資源使用	A2	<i>General Disclosure</i> 一般披露事項 Policies on the efficient use of resources, including energy, water and other raw materials. 有效使用資源 (包括能源、水及其他原材料) 的政策。	Use of resources 資源使用
	A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity. 按類型劃分的直接及／或間接能源 (如電、氣或油) 總耗量 (以千個千瓦時計算) 及密度。	Use of resources 資源使用
	A2.2	Water consumption in total and intensity. 總耗水量及密度。	Use of resources 資源使用
	A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	Use of resources 資源使用
	A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	Use of resources 資源使用
	A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量 (以噸計算) 及 (如適用) 每生產單位佔量。	Use of resources 資源使用
The Environment and natural resources 環境及天然資源	A3	<i>General Disclosure</i> 一般披露事項 Policies on minimising the issuer's significant impacts on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	The environment and natural resources 環境及天然資源
	A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	The environment and natural resources 環境及天然資源

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二零二一年環境、社會及管治報告

ESG CONTENT INDEX (Continued)

環境、社會及管治內容索引 (續)

Aspect 層面	KPI 關鍵 績效指標	Description 描述	Section reference 參考章節
A. Environmental (Continued)			
A. 環境 (續)			
Climate change 氣候變化	A4	<i>General Disclosure</i> 一般披露事項 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	Climate change 氣候變化
	A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	Climate change 氣候變化
B. Social			
B. 社會			
Employment 僱傭	B1	<i>General Disclosure</i> 一般披露事項 Information on: 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： a) the policies; and a) 政策資料；及 b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. b) 遵守對發行人有重大影響的相關法律及規例的資料。	Employment 僱傭
	B1.1	Total workforce by gender, employment type, age group and geographical region. 按性別、僱傭類型、年齡組別及地區劃分的僱員總數。	Employment 僱傭
	B1.2	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	Employment 僱傭

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ESG CONTENT INDEX (Continued)

環境、社會及管治內容索引 (續)

Aspect 層面	KPI 關鍵 績效指標	Description 描述	Section reference 參考章節
B. Social (Continued) B.社會 (續)			
Health and safety 健康與安全	B2	<i>General Disclosure</i> 一般披露事項 Information on: 有關提供安全工作環境及保障僱員避免職業性危害的： a) the policies; and a) 政策資料；及 b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. b) 遵守對發行人有重大影響的相關法律及規例的資料。	Health and safety 健康與安全
	B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the Year 2021. 過去三年(包括二零二一年度)每年因工亡故的人數及比率。	Health and safety 健康與安全
	B2.2	Lost days due to work injury. 因工傷損失工作日數。	Health and safety 健康與安全
	B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Health and safety 健康與安全
Development and training 發展及培訓	B3	<i>General Disclosure</i> 一般披露事項 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Development and training 發展及培訓
	B3.1	The percentage of employees trained by gender and employee category. 按性別及僱員類別劃分的受訓僱員百分比。	Development and training 發展及培訓
	B3.2	The average training hours completed per employee by gender and employee category. 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Development and training 發展及培訓

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二零二一年環境、社會及管治報告

ESG CONTENT INDEX (Continued)

環境、社會及管治內容索引 (續)

Aspect 層面	KPI 關鍵 績效指標	Description 描述	Section reference 參考章節
B. Social (Continued) B.社會 (續)			
Labour standards 勞工準則	B4	<i>General Disclosure</i> 一般披露事項 Information on: 有關防止童工及強制勞工的： a) the policies; and a) 政策資料；及 b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forces labour. b) 遵守對發行人有重大影響的相關法律及規例的資料。	Labour standards 勞工準則
	B4.1	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Labour standards 勞工準則
	B4.2	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Labour standards 勞工準則
Supply Chain management 供應鏈管理	B5	<i>General Disclosure</i> 一般披露事項 Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Supply chain management 供應鏈管理
	B5.1	Number of suppliers by geographical region 按地區劃分的供應商數目。	Supply chain management 供應鏈管理
	B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored. 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	Supply chain management 供應鏈管理
	B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Supply chain management 供應鏈管理
	B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Supply chain management 供應鏈管理

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二零二一年環境、社會及管治報告

ESG CONTENT INDEX (Continued)

環境、社會及管治內容索引 (續)

Aspect 層面	KPI 關鍵 績效指標	Description 描述	Section reference 參考章節
B. Social (Continued)			
B. 社會 (續)			
Product responsibility 產品責任	B6	<p><i>General Disclosure</i> 一般披露事項</p> <p>Information on: 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的：</p> <p>a) the policies; and a 政策資料；及</p> <p>b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	Product responsibility 產品責任
	B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	Product responsibility 產品責任
	B6.2	Number of products and service-related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Product responsibility 產品責任
	B6.3	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Product responsibility 產品責任
	B6.4	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	Product responsibility 產品責任
	B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored. 描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Product responsibility 產品責任

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021

二零二一年環境、社會及管治報告

ESG CONTENT INDEX (Continued)

環境、社會及管治內容索引 (續)

Aspect 層面	KPI 關鍵 績效指標	Description 描述	Section reference 參考章節
B. Social (Continued) B.社會 (續)			
Anti-corruption 反貪腐	B7	<i>General Disclosure</i> 一般披露事項 Information on: 有關防止賄賂、勒索、欺詐及洗黑錢的： a) the policies; and a) 政策資料；及 b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. b) 遵守對發行人有重大影響的相關法律及規例的資料。	Anti-corruption 反貪腐
	B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於報告期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	Anti-corruption 反貪腐
	B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Anti-corruption 反貪腐
	B7.3	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Anti-corruption 反貪腐
Community investment 社區投資	B8	<i>General Disclosure</i> 一般披露事項 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Community investment 社區投資
	B8.1	Focus areas of contribution. 專注貢獻範疇。	Community investment 社區投資
	B8.2	Resources contributed to the focus area. 在專注範疇所動用資源。	Community investment 社區投資

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



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TO THE SHAREHOLDERS OF SEM HOLDINGS LIMITED

(incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of SEM Holdings Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) set out on pages 100 to 171, which comprise the consolidated statement of financial position as at 31 December 2021, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

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

BASIS FOR OPINION

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

KEY AUDIT MATTERS

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

致澳達控股有限公司列位股東

(於開曼群島註冊成立的有限公司)

意見

本核數師行(以下簡稱「我們」)已審計列載於第100至171頁的澳達控股有限公司(以下簡稱「貴公司」)及其附屬公司(以下統稱「貴集團」)的綜合財務報表,此財務報表包括於二零二一年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表 and 綜合現金流量表,以及綜合財務報表附註,包括主要會計政策概要。

我們認為,該等綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈的《香港財務報告準則》(「香港財務報告準則」)真實而中肯地反映了貴集團於二零二一年十二月三十一日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量,並已遵照香港《公司條例》的披露要求妥為擬備。

意見的基礎

我們已根據香港會計師公會頒佈的《香港審計準則》(「香港審計準則」)進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒佈的《專業會計師道德守則》(以下簡稱「守則」),我們獨立於貴集團,並已履行守則中的其他專業道德責任。我們相信,我們所獲得的審計憑證能充足及適當地為我們的意見提供基礎。

關鍵審計事項

關鍵審計事項是根據我們的專業判斷,認為對本期綜合財務報表的審計最為重要的事項。這些事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對這些事項提供單獨的意見。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

KEY AUDIT MATTERS *(Continued)*

Key audit matter

關鍵審計事項

Recognition of revenue from electrical and mechanical engineering services contracts

確認來自電力及機械工程服務合約的收益

We identified the recognition of revenue from electrical and mechanical engineering services contracts as a key audit matter due to the involvement of significant management estimates in determining the contract revenue for each electrical and mechanical engineering services contract in progress.

During the year ended 31 December 2021, the Group recognised revenue of MOP103,912,000 and MOP78,264,000 mainly from provision of electrical and mechanical engineering services to hotels and casinos, public, commercial and residential properties in Macau and Hong Kong, respectively by reference to the stage of completion of the contract activity at the end of the reporting period as disclosed in Note 4 to the consolidated financial statements. As set out in Notes 3 and 4 to the consolidated financial statements, the amounts of revenue recognised reflect the management's estimate of each contract's outcome and stage of completion, which were based on the input method by considering the proportion of contract costs incurred for the work performed to the end of the reporting date, relative to the total estimated costs of the contract at completion.

由於釐定各進行中電力及機械工程服務合約的合約收益時涉及重大管理層估計，我們將確認來自電力及機械工程服務合約的收益識別為關鍵審計事項。

於截至二零二一年十二月三十一日止年度，如綜合財務報表附註4所披露，貴集團經參考於報告期末合約獲得完成階段確認收益103,912,000澳門元及78,264,000澳門元，主要來自分別向澳門及香港的酒店及娛樂場、公共、商業及住宅物業提供電力及機械工程服務。如綜合財務報表附註3及4所載，已確認收益金額反映管理層對各合約結果及完成階段的估計，其乃基於經考慮於報告日期未履行工程產生的合約成本佔完成時合約的估計總成本比率後所使用的輸入法。

關鍵審計事項 (續)

How our audit addressed the key audit matter

本核數師行處理關鍵審計事項的方法

Our procedures in relation to recognition of revenue from electrical and mechanical engineering services contracts included:

- Understanding key controls on how management estimates and revises the total contract costs and margins and recognises revenue from electrical and mechanical engineering services contracts;
- Assessing the reasonableness of the total estimated contract costs of significant projects by checking against quotations, agreements or other correspondences provided by subcontractors or suppliers, on a sample basis;
- Evaluating the reasonableness of the estimated profit margins of significant projects, on a sample basis, taking into account of the complexity and duration of the projects and margins of similar completed projects;

我們有關確認來自電力及機械工程服務合約的收益的程序包括：

- 了解有關管理層如何估計及修訂總合約成本以及確認來自電力及機械工程服務合約收益之主要控制措施；
- 通過核實分包商或供應商提供的報價、協議或其他信函，抽樣評估重大項目估計總合約成本的合理性；
- 經計及項目的複雜性及持續期間及類似竣工項目的盈利，抽樣評估重大項目估計利潤率的合理性；

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

KEY AUDIT MATTERS *(Continued)*

Key audit matter 關鍵審計事項

Recognition of revenue from electrical and mechanical engineering services contracts *(Continued)*
確認來自電力及機械工程服務合約的收益 (續)

關鍵審計事項 (續)

How our audit addressed the key audit matter 本核數師行處理關鍵審計事項的方法

- Examining the accuracy of costs incurred to date and stage of completion by checking the certificates or invoices issued by the subcontractors or suppliers, on a sample basis; and
- Evaluating the reliability of the management's forecast, on a sample basis, by comparing the total actual contract costs incurred at completion of completed projects against the total budgeted contract costs.
- 通過抽樣核實分包商或供應商出具的證書或發票審查完成日期及階段產生的成本的準確性；及
- 通過將已完工項目完成時產生的實際合約成本總額與總預算合約成本比較，抽樣評估管理層預測的可靠性。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

KEY AUDIT MATTERS (Continued)

Key audit matter

關鍵審計事項

Impairment assessment of trade receivables and contract assets

應收貿易賬款及合約資產的減值評估

We identified impairment assessment of trade receivables and contract assets as a key audit matter due to the significance of trade receivables and contract assets to the Group's consolidated financial position and the involvement of subjective judgment and management estimates in evaluating the expected credit losses ("ECL") of the Group's trade receivables and contract assets at the end of the reporting period.

As at 31 December 2021, the Group's trade receivables and contract assets amounted to MOP51,635,000 (net of loss allowance of MOP3,013,000) and MOP108,948,000 (net of loss allowance of MOP9,769,000) respectively. During the year ended 31 December 2021, the Group provided impairment allowances of MOP1,698,000 and MOP6,015,000 for trade receivables and contract assets, respectively.

我們已識別應收貿易賬款及合約資產減值評估為關鍵審核事項，原因為應收貿易賬款及合約資產對貴集團綜合財務狀況的重要性以及於評估貴集團於報告期末應收貿易賬款及合約資產預期信貸虧損（「預期信貸虧損」）所涉及主觀判斷及管理層估計。

於二零二一年十二月三十一日，貴集團的應收貿易賬款及合約資產分別為51,635,000澳門元（扣除虧損撥備3,013,000澳門元）及108,948,000澳門元（扣除虧損撥備9,769,000澳門元）。截至二零二一年十二月三十一日止年度，貴集團就應收貿易賬款及合約資產計提的減值撥備分別為1,698,000澳門元及6,015,000澳門元。

關鍵審計事項 (續)

How our audit addressed the key audit matter

本核數師行處理關鍵審計事項的方法

Our procedures in relation to impairment assessment of trade receivables and contract assets included:

- Obtaining an understanding of how management estimates the loss allowance for trade receivables and contract assets;
- Testing the integrity of information used by management to develop the ECL assessment, including aging analysis of trade receivables and contract assets as at 31 December 2021, on a sample basis, by comparing individual items in the analysis with the relevant sales invoices;
- Evaluating the competence, capabilities and objectivity of the external valuation specialists appointed by management of the Group;

我們有關應收貿易賬款及合約資產的減值評估的程序包括：

- 了解管理層如何估計應收貿易賬款及合約資產的虧損撥備；
- 通過比較分析中的單個項目與相關銷售發票，抽樣測試管理層制定預期信貸虧損評估所用資料的完整性，包括於二零二一年十二月三十一日的應收貿易賬款及合約資產的賬齡分析；
- 評估貴集團管理層所委任的獨立外部估值師的能力、權限及客觀性；



INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

KEY AUDIT MATTERS (Continued)

Key audit matter 關鍵審計事項

Impairment assessment of trade receivables and contract assets (Continued) 應收貿易賬款及合約資產的減值評估 (續)

As disclosed in Notes 15 and 28 to the consolidated financial statements, management of the Group estimates the amount of lifetime ECL of trade receivables and contract assets based on the Group's internal credit ratings, historical credit loss experience, aging analysis, repayment history and/or past due status of respective trade receivables and contract assets. Estimated loss rates are based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking information.

誠如綜合財務報表附註15及28所披露，貴集團管理層在考慮應收貿易賬款及合約資產的本集團內部信貸評級、過往信貸虧損經歷、賬齡分析、還款歷史及／或逾期狀態後，根據估計應收貿易賬款及合約資產的全期預期信貸虧損金額。估計虧損率乃按債務人預期年期內的歷史已觀察違約率得出，並就前瞻性資料作出調整。

關鍵審計事項 (續)

How our audit addressed the key audit matter 本核數師行處理關鍵審計事項的方法

- Involving our internal valuation specialists to review the valuation methodology and parameters in the ECL assessment;
- Challenging management's basis and judgment in determining loss allowance on trade receivables and contract assets as at 31 December 2021, including their identification of credit-impaired trade receivables and contract assets and the basis of estimated loss rates applied (with reference to historical default rates and forward-looking information); and
- Evaluating the disclosures regarding the impairment assessment of trade receivables and contract assets in the notes to the consolidated financial statements.
- 委聘我們的估值專家審閱預期信貸虧損評估所使用的估值方法及參數；
- 質疑管理層在確定於二零二一年十二月三十一日的應收貿易賬款及合約資產的虧損撥備方面的依據及判斷，包括其識別信貸減值的應收貿易賬款及合約資產、以及所適用的估計損失率的依據（參考歷史違約率及前瞻性資料）；及
- 評估綜合財務報表附註有關應收貿易賬款及合約資產減值評估的披露。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

OTHER MATTER

The consolidated financial statements of the Group for the year ended 31 December 2020 were audited by another auditor who expressed an unmodified opinion on those statements on 29 March 2021.

OTHER INFORMATION

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

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

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

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

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

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

其他事項

貴集團截至二零二零年十二月三十一日止年度的綜合財務報表乃經另一名核數師審計，其於二零二一年三月二十九日就該等報表發表無修訂意見。

其他信息

貴公司董事需對其他信息負責。其他信息包括刊載於年報內的信息，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他信息，我們亦不對該等其他信息發表任何形式的鑒證結論。

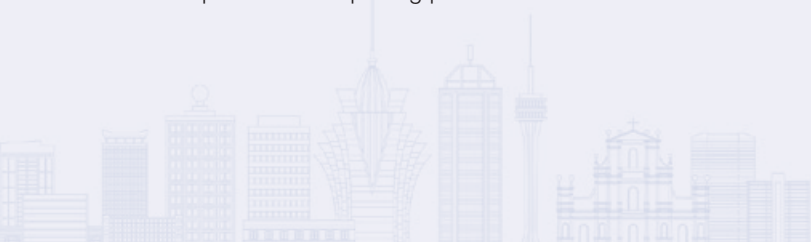
結合我們對綜合財務報表的審計，我們的責任是閱讀其他信息，在此過程中，考慮其他信息是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。基於我們已執行的工作，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事及管治層就綜合財務報表須承擔的責任

貴公司董事須負責根據香港會計師公會頒佈的《香港財務報告準則》及香港《公司條例》的披露要求擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估 貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將 貴集團清盤或停止經營，或別無其他實際的替代方案。

管治層須負責監督 貴集團的財務報告過程。



INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

核數師就審計綜合財務報表承擔的責任

我們的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並按照我們商定的業務約定條款僅向全體股東出具包括我們意見的核數師報告。除此以外，我們的報告不可用作其他用途。本行並不就本行報告之內容對任何其他人士承擔任何責任或接受任何義務。合理保證是高水平的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或匯總起來可能影響綜合財務報表使用者依賴綜合財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(Continued)*

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

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

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

核數師就審計綜合財務報表承擔的責任 *(續)*

- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對 貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致 貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映有關交易和事項。
- 就 貴集團內實體或業務活動的財務信息獲取充足、適當的審計憑證，以對綜合財務報表發表意見。我們負責 貴集團審計的方向、監督和執行。我們為審計意見承擔全部責任。

除其他事項外，我們與管治層溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還向管治層提交聲明，說明我們已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及在適用的情況下，為消除威脅而採取的行動或應用的防範措施。



INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(Continued)*

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

Moore Stephens CPA Limited

Certified Public Accountants

Registered Public Interest Entity Auditors

Lai Hung Wai

Practising Certificate Number: P06995

Hong Kong, 25 March 2022

核數師就審計綜合財務報表承擔的 責任 *(續)*

從與管治層溝通的事項中，我們確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。我們在核數師報告中描述這些事項，除非法律法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在我們報告中溝通某事項造成的負面後果超過產生的公眾利益，我們決定不應在報告中溝通該事項。

大華馬施雲會計師事務所有限公司

執業會計師

註冊公眾利益實體核數師

黎鴻威

執業證書編號：P06995

香港，二零二二年三月二十五日

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

綜合損益及其他全面收益表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		Notes	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
		附註		
Revenue	收益	5	182,176	70,239
Cost of sales	銷售成本		(160,701)	(59,650)
Gross profit	毛利		21,475	10,589
Other income	其他收入	7	827	1,275
Impairment losses under expected credit loss ("ECL") model, net of reversal	預期信貸虧損(「預期信貸虧損」)模式下的減值虧損, 扣除撥回	8	(7,713)	(4,448)
Administrative expenses	行政開支		(19,295)	(18,198)
Finance costs	融資成本		(251)	(96)
Listing expenses	上市開支		-	(8,531)
Loss before taxation	除稅前虧損	9	(4,957)	(19,409)
Taxation	稅項	11	(14)	(806)
Loss and total comprehensive expense for the year attributable to owners of the Company	本公司擁有人應佔年內虧損及全面開支總額		(4,971)	(20,215)
Loss per share (MOP cents)	每股虧損(澳門仙)			
Basic	基本	13	(0.25)	(1.04)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

At 31 December 2021 於二零二一年十二月三十一日

		Notes 附註	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Non-current assets	非流動資產			
Property, plant and equipment	物業、廠房及設備	14	39,264	15,822
Rental deposit	租金按金	15	119	48
Deferred tax asset	遞延所得稅資產	16	256	–
			39,639	15,870
Current assets	流動資產			
Trade and other receivables	應收貿易賬款及其他 應收款項	15	54,862	47,720
Contract assets	合約資產	17	108,948	77,214
Amount due from a related company	應收一間關連公司款項	18	–	4
Pledged bank deposits	已抵押銀行存款	19	1,493	19,434
Time deposit	定期存款	19	28,194	6,474
Bank balances and cash	銀行結餘及現金	19	40,275	105,394
			233,772	256,240
Current liabilities	流動負債			
Trade and other payables	應付貿易賬款及其他 應付款項	20	29,093	27,390
Contract liabilities	合約負債	17	773	4,612
Lease liabilities	租賃負債	21	895	761
Amount due to a director of the Company	應付本公司一名 董事款項	22	357	23
Taxation payable	應付稅項		3,393	3,380
Bank borrowing	銀行借款	23	742	–
			35,253	36,166
Net current assets	流動資產淨值		198,519	220,074
Total assets less current liabilities	總資產減流動負債		238,158	235,944

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

At 31 December 2021 於二零二一年十二月三十一日

		Notes	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
		附註		
Non-current liabilities	非流動負債			
Lease liabilities	租賃負債	21	235	77
Bank borrowing	銀行借款	23	7,027	–
			7,262	77
			230,896	235,867
Capital and reserves	資本及儲備			
Share capital	股本	24	20,630	20,630
Reserves	儲備		210,266	215,237
			230,896	235,867

The consolidated financial statements on pages 100 to 171 were approved and authorised for issue by the board of directors on 25 March 2022 and are signed on its behalf by:

第100至171頁的綜合財務報表已於二零二二年三月二十五日獲董事會批准及授權刊發，並由下列董事代表簽署：

Mr. Wan Man Keung
尹民強先生
Non-executive Director
非執行董事

Mr. Woo Chu Fai
胡柱輝先生
Executive Director
執行董事



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		Attributable to owners of the Company 本公司擁有人應佔				
		Share capital 股本 MOP'000 千澳門元	Share premium 股份溢價 MOP'000 千澳門元	Legal reserve 法定儲備 MOP'000 千澳門元 (Note (i)) (附註(i))	Accumulated profits 累計溢利 MOP'000 千澳門元	Total 總額 MOP'000 千澳門元
At 1 January 2020	於二零二零年一月一日	464	-	13	150,930	151,407
Loss and total comprehensive expenses for the year	年內虧損及全面開支總額	-	-	-	(20,215)	(20,215)
Issue of shares (Note 24)	發行股份 (附註24)	5,158	123,780	-	-	128,938
Transaction costs attributable to issue of new shares	發行新股份應佔交易成本	-	(24,263)	-	-	(24,263)
Capitalisation issue (Notes (ii) and 24)	資本化發行 (附註(ii)及24)	15,008	(15,008)	-	-	-
At 31 December 2020	於二零二零年十二月三十一日	20,630	84,509	13	130,715	235,867
Loss and total comprehensive expense for the year	年內虧損及全面支出總額	-	-	-	(4,971)	(4,971)
At 31 December 2021	於二零二一年十二月三十一日	20,630	84,509	13	125,744	230,896

Notes:

- (i) In accordance with the Article 377 of the Commercial Code of Macau Special Administrative Region of the People's Republic of China ("Macau"), the company registered in Macau is required to transfer part of its profits of each accounting period of not less than 25% to legal reserve, until the amount reaches half of its share capital.
- (ii) The share premium account of the Company was credit as a result of the Listing (as defined in Note 1). The directors of the Company were authorised to capitalise an amount of HK\$14,550,000 (equivalent to MOP15,008,000) standing to credit of the share premium of the Company and applied in paying up in full at par a total of 1,455,000,000 shares for allotment and issue to the shareholders of the Company ("Capitalisation Issue").

附註：

- (i) 根據《中華人民共和國澳門特別行政區(「澳門」)商法典》第377條，於澳門註冊的公司須於各會計期間將不少於其利潤的25%撥作法定儲備，直至法定儲備金額達致其股本的半數為止。
- (ii) 本公司之股份溢價賬因上市(定義見附註1)而錄得進賬，本公司董事獲授權將本公司股份溢價賬的進賬額14,550,000港元(相等於15,008,000澳門元)撥充資本，並用於按面值繳足合共1,455,000,000股股份，以配發及發行予本公司股東(「資本化發行」)。

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Operating activities	經營活動		
Loss before taxation	除稅前虧損	(4,957)	(19,409)
Adjustments for:	就以下各項作出調整：		
Depreciation of property, plant and equipment	物業、廠房及設備折舊	2,623	2,047
Gains on early termination of lease contract	租賃合約提前終止之收益	-	(12)
Interest income	利息收入	(198)	(500)
Impairment losses under ECL model, net of reversal	預期信貸虧損模式下的減值虧損，扣除撥回	7,713	4,448
Finance costs	融資成本	251	96
Operating cash flows before movements in working capital	營運資金變動前經營現金流量	5,432	(13,330)
Increase in trade and other receivables	應收貿易賬款及其他應收款項增加	(8,911)	(7,171)
Increase in contract assets/liabilities, net	合約資產／負債淨值增加	(41,588)	(7,858)
Increase (decrease) in trade and other payables	應付貿易賬款及其他應付款項增加(減少)	1,703	(17,045)
Cash used in operations	經營所用現金	(43,364)	(45,404)
Income tax paid	已付所得稅	(257)	(5,882)
Net cash used in operating activities	經營活動所用現金淨額	(43,621)	(51,286)
Investing activities	投資活動		
Purchase of property, plant and equipment	購買物業、廠房及設備	(24,559)	(1,358)
Placement of time deposit	存放定期存款	(21,720)	(6,474)
Withdrawal of pledged bank deposits	提取已抵押銀行存款	17,941	33,053
Interest income received	已收利息收入	198	500
Repayment from a related company	一間關連公司還款	4	-
Withdrawal of time deposit	提取定期存款	-	7,055
Repayment from a director of the Company	本公司一名董事還款	-	1,016
Repayment from immediate holding company	直接控股公司還款	-	586
Advance to a related company	向一間關連公司墊款	-	(4)
Placement of pledged bank deposits	存放已抵押銀行存款	-	(18,377)
Net cash (used in) from investing activities	投資活動(所用)所得現金淨額	(28,136)	15,997

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Financing activities	融資活動		
New bank borrowing raised	新增銀行貸款	8,252	–
Advance from a director of the Company	本公司一名董事墊款	357	–
Repayments of principal on lease liabilities	償還租賃負債本金	(1,214)	(1,322)
Repayments of bank borrowing	償還銀行借款	(483)	–
Interest paid	已付利息	(145)	–
Repayments of interest on lease liabilities	償還租賃負債利息	(106)	(96)
Repayment to a director of the Company	向本公司一名董事還款	(23)	(344)
Proceeds from issuance of new shares	發行新股份所得款項	–	128,938
Transaction costs attributable to issue of shares	發行股份應佔交易成本	–	(20,045)
Net cash from financing activities	融資活動所得現金淨額	6,638	107,131
Net (decrease) increase in cash and cash equivalents	現金及現金等價物 (減少) 增加淨額	(65,119)	71,842
Cash and cash equivalents at the beginning of the year	年初現金及現金等價物	105,394	33,552
Cash and cash equivalents at the end of the year, representing bank balances and cash	年末現金及現金等價物，即銀行結餘及現金	40,275	105,394

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

1. GENERAL INFORMATION

The Company was incorporated and registered as an exempted company with limited liability in the Cayman Islands under the Companies Law Chapter 22 of the Cayman Islands on 6 November 2015 and its shares were listed on The Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) on 14 February 2020 (the “Listing”). The addresses of the registered office and the principal place of business of the Company are disclosed in the corporate information section to the annual report. The immediate holding company of the Company is SEM Enterprises Limited, which is a private company incorporated in the British Virgin Islands (the “BVI”) and controlled by Mr. Wan Man Keung, a non-executive director of the Company.

The Company acts as an investment holding company and its subsidiaries are principally engaged in provision of electrical and mechanical engineering services in Macau and Hong Kong.

The consolidated financial statements are presented in Macau Pataca (“MOP”), which is also the functional currency of the Company.

2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”)

Amendments to HKFRSs that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to HKFRSs issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) for the first time, which are mandatorily effective for the annual periods beginning on or after 1 January 2021 for the preparation of the consolidated financial statements:

Amendment to HKFRS 16	Covid-19-Related Rent Concessions
Amendments to HKFRS 9, HKAS 39, HKFRS 7, HKFRS 4 and HKFRS 16	Interest Rate Benchmark Reform – Phase 2

The application of the amendments to HKFRSs in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

1. 一般資料

本公司於二零一五年十一月六日在開曼群島根據開曼群島公司法第22章註冊成立及登記為獲豁免有限公司，其股份於二零二零年二月十四日在香港聯合交易所有限公司（「聯交所」）主板上市（「上市」）。本公司註冊辦事處地址及主要營業地點乃披露於年度報告公司資料一節。本公司的直接控股公司為在英屬處女群島（「英屬處女群島」）註冊成立的一家私人公司SEM Enterprises Limited（由本公司非執行董事尹民強先生控制）。

本公司為一間投資控股公司及其附屬公司主要於澳門及香港從事提供電力及機械工程服務。

綜合財務報表乃以澳門元（「澳門元」）呈列，其亦為本公司之功能貨幣。

2. 應用經修訂香港財務報告準則（「香港財務報告準則」）

於本年度強制生效的經修訂香港財務報告準則

於本年度，編製綜合財務報表時，本集團已首次應用於二零二一年一月一日或之後開始的年度期間強制生效的香港會計師公會（「香港會計師公會」）頒佈的以下經修訂香港財務報告準則：

香港財務報告準則第16號（修訂本）	與COVID-19有關之租金優惠
香港財務報告準則第9號、香港會計準則第39號、香港財務報告準則第7號、香港財務報告準則第4號及香港財務報告準則第16號（修訂本）	利率基準改革 – 第一期

於本年度應用該等經修訂香港財務報告準則對本集團於本年度及過往年度之財務狀況及表現及／或該等綜合財務報表所載之披露並無重大影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

2. APPLICATION OF AMENDMENTS TO HONG KONG FINANCIAL REPORTING STANDARDS (“HKFRSs”) (Continued)

New and amendments to HKFRSs in issue but not yet effective

The Group has not early applied the following new and amendments to HKFRSs that have been issued but are not yet effective:

HKFRS 17	Insurance Contracts and the related Amendments ³
Amendments to HKFRS 3	Reference to the Conceptual Framework ²
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ⁴
Amendment to HKFRS 16	Covid-19-Related Rent Concessions beyond 30 June 2021 ¹
Amendments to HKAS 1	Classification of Liabilities as Current or Non-current and related amendments to Hong Kong Interpretation 5 (2020) ³
Amendments to HKAS 1 and HKFRS Practice Statement 2	Disclosure of Accounting Policies ³
Amendments to HKAS 8	Definition of Accounting Estimates ³
Amendments to HKAS 12	Deferred Tax related to Assets and Liabilities arising from a Single Transaction ³
Amendments to HKAS 16	Property, Plant and Equipment – Proceeds before Intended Use ²
Amendments to HKAS 37	Onerous Contracts – Cost of Fulfilling a Contract ²
Amendments to HKFRSs	Annual Improvements to HKFRSs 2018-2020 ²

¹ Effective for annual periods beginning on or after 1 April 2021.

² Effective for annual periods beginning on or after 1 January 2022.

³ Effective for annual periods beginning on or after 1 January 2023.

⁴ Effective for annual periods beginning on or after a date to be determined.

The directors of the Company anticipate that the application of the new and amendments to HKFRSs will have no material impact on the consolidated financial statements in the foreseeable future.

2. 應用經修訂香港財務報告準則 （「香港財務報告準則」）（續）

已頒佈但尚未生效的新訂及經修訂香港財務報告準則

本集團尚未提早應用已頒佈但尚未生效的下列新訂及經修訂香港財務報告準則：

香港財務報告準則第17號	保險合約及相關修訂 ³
香港財務報告準則第3號 （修訂本）	概念框架的提述 ²
香港財務報告準則第10號及 香港會計準則第28號 （修訂本）	投資者與其聯營公司或 合營企業之間的資 產出售或注資 ⁴
香港財務報告準則第16號 （修訂本）	二零二一年六月三十日 之後與Covid-19有關 之租金優惠 ¹
香港會計準則第1號（修訂本）	負債分類為流動或非流 動及香港詮釋第5號 （二零二零年）的相 關修訂 ³
香港會計準則第1號及香港財 務報告準則實務報告第2號 的修訂	會計政策披露 ³
香港會計準則第8號（修訂本）	會計估計的定義 ³
香港會計準則第12號 （修訂本）	與單一交易產生的資產 及負債相關的遞延 稅項 ³
香港會計準則第16號 （修訂本）	物業、廠房及設備—作 擬定用途前的所得 款項 ²
香港會計準則第37號 （修訂本）	有償合約—履行合約之 成本 ²
香港財務報告準則（修訂本）	二零一八年至二零二零 年香港財務報告準 則之年度改進 ²

¹ 於二零二一年四月一日或之後開始的年度期間生效。

² 於二零二二年一月一日或之後開始的年度期間生效。

³ 於二零二三年一月一日或之後開始的年度期間生效。

⁴ 於將釐定日期或之後開始的年度期間生效。

本公司董事預計，應用新訂及經修訂香港財務報告準則於可見將來不會對綜合財務報表有任何重大影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements have been prepared in accordance with HKFRSs issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange (“Listing Rules”) and by the Hong Kong Companies Ordinance.

The consolidated financial statements have been prepared on the historical cost basis. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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

3. 主要會計政策

綜合財務報表已根據香港會計師公會所頒佈的香港財務報告準則編製。就編製綜合財務報表而言，倘有關資料合理預期會影響主要用戶作出的決定，則有關資料被視為重大。此外，綜合財務報表包括聯交所證券上市規則（「上市規則」）及香港公司條例所規定的適用披露。

綜合財務報表乃按歷史成本法編製。歷史成本一般基於用於交換貨品及服務的代價的公平值計算。

公平值為市場參與者於計量日期有序交易中出售資產可收取或轉移負債須支付的價格，而不論該價格是否可使用其他估值技術直接可觀察或估計。於估計資產或負債公平值時，本集團考慮市場參與者於計量日期對資產或負債定價時所考慮的資產或負債特點。該等綜合財務報表中作計量及／或披露用途的公平值乃按此基準釐定，惟以下各項除外：屬於香港財務報告準則第2號「以股份為基礎之付款」範圍內以股份為付款基礎之交易、根據香港財務報告準則第16號「租賃」入賬的租賃交易，以及其計量與公平值之計量存在若干相似之處但並非公平值，例如香港會計準則第2號「存貨」之可變現淨值或香港會計準則第36號「資產減值」之使用價值。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

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

- Level 1 inputs are quoted price (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset and liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

The principal accounting policies are set out below.

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

3. 主要會計政策 (續)

此外，就財務報告而言，公平值計量根據公平值計量的輸入數據可觀察程度及公平值計量的輸入數據對其整體的重要性分類為第一、第二及第三級，概述如下：

- 第一級輸入數據為實體於計量日期可取得的相同資產或負債於活躍市場的報價（未調整）；
- 第二級輸入數據為不包括第一級報價的資產或負債的可直接或間接觀察的輸入數據；及
- 第三級輸入數據為資產或負債的不可觀察輸入數據。

主要會計政策載於下文。

綜合基準

綜合財務報表包括本公司及本公司所控制實體以及其附屬公司的財務報表。當本公司符合以下所列者，則視為取得控制權：

- 對投資對象行使權力；
- 參與投資對象的業務獲得或有權獲得可變回報；及
- 有行使權力影響其回報的能力。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Basis of consolidation (Continued)

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

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

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Investment in a subsidiary

Investment in a subsidiary (see Note 34) is measured at cost less accumulated impairment loss.

Revenue from contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when "control" of the goods or services underlying the particular performance obligation is transferred to customers.

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

3. 主要會計政策 (續)

綜合基準 (續)

倘有事實及情況顯示上述三項控制部分的一項或多項出現變化，則本集團將重新評估其是否控制投資對象。

本集團取得附屬公司控制權時開始綜合附屬公司，並於本集團失去附屬公司的控制權時終止。具體而言，於年內收購或出售附屬公司的收入及開支，會由本集團取得控制權當日直至本集團不再控股該附屬公司當日計入綜合損益及其他全面收益表。

本集團將會就附屬公司財務報表作出調整（如需要），使其會計政策與本集團的會計政策一致。

與本集團旗下各成員公司間的交易有關的所有集團內公司間資產及負債、股本、收入、開支及現金流量均於綜合時悉數撇銷。

於附屬公司的投資

於附屬公司的投資（見附註34）乃按成本減累計減值虧損計量。

客戶合約收益

本集團於完成履約責任時（或就此）確認收益，即於特定履約責任相關的貨品或服務的「控制權」轉讓予客戶時。

履約義務指可明確區分的商品或服務（或一組商品或服務），或一系列實質上相同的可明確區分的商品或服務。



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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Revenue from contracts with customers (Continued)

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

- the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
- the Group's performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

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

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

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

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

Revenue from electrical and mechanical engineering services is described in the accounting policy on construction contracts below.

3. 主要會計政策 (續)

客戶合約收益 (續)

倘符合下列其中一項標準，按已完成相關履約責任的進度逐步轉移控制權及確認收益：

- 於本集團履約時客戶同時收取及耗用由本集團履約所帶來的利益；
- 本集團的履約導致創建或提升一項資產，該資產於本集團履約時即由客戶控制；或
- 本集團履約並無產生對本集團有替代用途的資產，且本集團可享有強制執行權，以收回至今已履約部分的款項。

否則，收益於客戶獲得對可區分貨品或服務的控制權的時間點確認。

合約資產指本集團就換取本集團已向客戶轉移的貨品或服務而收取代價的權利（尚未成為無條件）。其乃根據香港財務報告準則第9號「金融工具」進行減值評估。相反，應收款項指本集團收取代價的無條件權利，即僅須隨時間推進到期收取該代價。

合約負債指本集團因已自客戶收取代價（或到期的代價金額），而須向客戶轉移貨品或服務的責任。

與同一合約有關的合約資產及合約負債按淨額入賬並呈報。

電力及機械工程服務的收益按下文建築合約的會計政策描述。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Revenue from contracts with customers (Continued)

Revenue from electrical and mechanical engineering services is recognised over time during the course of construction by reference to the progress towards complete satisfaction at the end of the reporting period. The progress towards complete satisfaction of a performance obligation is measured based on input method, which is to recognise revenue on the basis of the Group's efforts or inputs to the satisfaction of a performance obligation (i.e. contract costs incurred for work performed to date) relative to the total expected inputs to the satisfaction of that performance obligation (i.e. total estimated contract costs), that best depict the Group's performance in transferring control of goods or services.

For construction contracts that contain variable consideration such as variations in contract work, claims and incentive payment, the Group estimates the amount of consideration to which it will be entitled using the most likely amount, which better predicts the amount of consideration contract only to the extent that it is highly probable that such an inclusion will not result in a significant revenue reversal in the future when the uncertainty associated with the variable consideration is subsequently resolved. At the end of the reporting period, the Group updates the estimated transaction price (including updating its assessment of whether an estimate of variable consideration is constrained) to represent faithfully the circumstances present at the end of the reporting period and the changes in circumstances during the reporting period.

The contract assets on construction contracts represent the Group's right to consideration for work completed and not billed as the rights are conditioned on the Group's future performance in satisfying the respective performance obligations. The contract liabilities on construction contracts represent the Group's obligation to transfer electrical and mechanical engineering services to customers for which the Group has received consideration from the customers. A contract asset and a contract liability relating to the same contract are accounted for and presented on a net basis.

3. 主要會計政策 (續)

客戶合約收益 (續)

電力及機械工程服務收益按於各報告期末已完成履約進度於建築過程中逐步確認收益。完成履約期間的進度乃根據產量法計量，即基於本集團的努力或履行合約責任（即迄今已履行工作所錄得的合約成本）相對於合約責任的總預期投入的投入（即總估計合約成本）來確認收益，最能描述本集團於轉移貨品或服務的控制權時的履約情況。

對於包含可變代價（如合約工程、申索及獎勵款項的變動）的建築合約，本集團使用最可能的金額估計其有權收取的代價金額，此可更好預測僅於當與可變代價相關的不確定因素隨後獲解決，有關金額計入於未來很大可能不會導致重大收益撥回時的合約代價金額。於各報告期末，本集團更新估計交易價（包括更新其對估計可變代價是否受限制之評估），以真實反映於各報告期末存在的情況及於報告期間的情況變動。

建築合約的合約資產指本集團就已完成而未結算的工作獲得代價的權利，因為該等權利取決於本集團於履行各自履約責任的未來表現。建築合約的合約負債指本集團有責任向客戶轉讓電力及機械工程服務，因為本集團已自客戶收到代價。與一項合約相關之合約資產及合約負債乃按淨額基準入賬及呈列。



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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under “other income”.

Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, or for administrative purposes. Property, plant and equipment are stated in the consolidated statement of financial position at cost less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any.

3. 主要會計政策 (續)

政府補助

除非能合理保證本集團將遵守政府補助的附帶條件且將獲得補助，否則不會確認政府補助。

政府補助於本集團確認有關補助擬抵銷之相關成本為支出期間有系統地於損益確認。作為已產生開支或虧損之賠償或為向本集團提供直接財務支援而應收取且並無未來相關成本的與收入有關的政府補助在其可予收取期間於損益確認。有關補助於「其他收入」項下呈列。

物業、廠房及設備

物業、廠房及設備為持作用於生產或供應貨品或服務或作行政用途的有形資產。物業、廠房及設備以成本減其後累計折舊及其後累計減值虧損（如有）於綜合財務狀況表列賬。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Property, plant and equipment *(Continued)*

Depreciation is recognised so as to write off the cost of assets over their estimated useful lives, using the straight-line method. The estimated useful lives and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

Leases

Definition of a lease

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

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

The Group as a lessee

Short-term leases

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

3. 主要會計政策 (續)

物業、廠房及設備 (續)

折舊乃使用直線法於估計可使用年期撇銷資產成本而確認。估計可使用年期及折舊方法於各報告期末檢討，任何估計變動影響乃按未來適用基準入賬。

物業、廠房及設備項目於出售或當預期持續使用該資產將不會產生未來經濟利益時終止確認。出售物業、廠房及設備項目或將有關項目報廢所產生之任何收益或虧損乃以銷售所得款項與該資產之賬面值之差額釐定，並於損益中確認。

租賃

租賃的定義

如果合約賦予在一段時期內控制一項已識別資產的使用的權利以換取對價，則該合約是一項租賃或包含一項租賃。

對於首次應用香港財務報告準則第16號日期或之後訂立或修訂或業務合併產生的合約，本集團根據香港財務報告準則第16號項下的定義，於開始日、修訂日或收購日(如適用)評估合約是否是一項租賃或包含一項租賃。除非合約條款和條件在後續發生變更，否則不會對此類合約進行重新評估。

本集團作為承租人

短期租賃

本集團對租賃期為自租賃開始日期起計12個月或更短的租賃及不包含購買選擇權的租賃物業應用短期租賃的確認豁免。短期租賃的租賃付款在租賃期內採用直線法或另一系統化基準確認為費用。



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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Leases (Continued)

The Group as a lessee (Continued)

Right-of-use assets

The cost of right-of-use asset includes:

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

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. Right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets in “property, plant and equipment”, the same line item within which the corresponding underlying assets would be presented if they were owned.

Refundable rental deposits

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

3. 主要會計政策 (續)

租賃 (續)

本集團作為承租人 (續)

使用權資產

使用權資產的成本包括：

- 租賃負債的初始計量金額；
- 在租賃期開始日或之前支付的任何租賃付款額，減去所取得的任何租賃激勵金額；
- 本集團發生的任何初始直接成本；及
- 本集團拆卸及移除相關資產、復原相關資產所在地或將相關資產恢復至租賃條款和條件所規定的狀態所發生的預計成本。

使用權資產按成本減去任何累計折舊和減值損失進行計量，並對租賃負債的任何重新計量作出調整。使用權資產按其估計使用壽命和租賃期兩者中的較短者以直線法計提折舊。

本集團將「物業、廠房及設備」內的使用權資產於理應呈列的相應的相關資產（如持有）的同一行列呈列。

可退還租金按金

已支付的可退回租賃按金根據香港財務報告準則第9號進行核算，並且按公平值進行初始計量。初始確認時的公平值調整視為額外租賃付款並計入使用權資產的成本。

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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Leases (Continued)

The Group as a lessee (Continued)

Lease liabilities

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

The lease payments include:

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

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

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

3. 主要會計政策 (續)

租賃 (續)

本集團作為承租人 (續)

租賃負債

在租賃期開始日，本集團應當按該日尚未支付的租賃付款額現值確認及計量租賃負債。在計算租賃付款額的現值時，如果不易於確定租賃的內含利率，本集團則使用租賃期開始日的增量借款利率。

租賃付款包括：

- 固定租賃付款（包括實質上為固定付款），減去任何租賃獎勵；
- 取決於一項指數或利率可變租賃付款，初步計量時使用開始日期的指數或利率；
- 本集團根據剩餘價值擔保預期應付金額；
- 購買選擇權的行使價，倘本集團合理確定行使選擇權；及
- 倘租賃條款反映本集團行使終止租賃的選擇權，則支付終止租賃的罰款。

於開始日期後，租賃負債通過利息增加和租賃付款進行調整。

本集團將租賃負債於綜合財務狀況表中單獨呈列。



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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Leases *(Continued)*

The Group as a lessee *(Continued)*

Lease liabilities *(Continued)*

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) when the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.

Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset. When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

3. 主要會計政策 (續)

租賃 (續)

本集團作為承租人 (續)

租賃負債 (續)

倘租期已改變或行使購買選擇權之評估有變，本集團重新計量租賃負債（並就有關使用權資產作相應調整），在此情況下，相關租賃負債於重新評估日期以經修訂折現率折現經修訂租賃款項而重新計量。

租賃修改

如果同時符合以下條件，本集團將租賃修改作為一項單獨租賃進行會計處理：

- 該修改通過增加對一項或多項相關資產的使用權擴大租賃範圍；及
- 租賃代價增加的金額與針對擴大租賃範圍的單獨價格及為反映特定合同的具體情況而對該單獨價格作出的任何適當的調整相稱。

對於不作為一項單獨租賃進行會計處理的租賃修改，在租賃修改的生效日，本集團根據修改後租賃的租賃期，通過使用修改後的折現率對修改後的租賃付款額進行折現以重新計量租賃負債。

本集團通過對相關使用權資產進行相應調整，對租賃負債重新計量進行會計處理。當修改後的合約包含租賃組成部分和一個或多個其他租賃或非租賃組成部分時，本集團會根據租賃組成部分的相對獨立價格及非租賃組成部分的總獨立價格將修改後的合約中的對價分配至每個租賃組成部分。

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綜合財務報表附註

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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Impairment on property, plant and equipment and right-of-use assets

At the end of the reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use assets to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss (if any).

The recoverable amounts of property, plant and equipment are estimated individually. When it is not possible to estimate the recoverable amounts of property, plant and equipment and right-of-use assets individually, the Group estimates the recoverable amount of the cash-generating unit to which the assets belong.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

3. 主要會計政策 (續)

物業、廠房及設備及使用權資產減值

本集團於各報告期末審閱其物業、廠房及設備及使用權資產的賬面值，以釐定該等資產是否有任何減值虧損跡象。如存在任何有關跡象，則會估計相關資產之可收回金額以釐定減值虧損的程度（如有）。

物業、廠房及設備的可收回金額單獨估計。當無法單獨估計物業、廠房及設備以及使用權資產的可收回金額時，本集團便會估計資產所屬現金產生單位的可收回金額。

測試現金產生單位的減值時，倘可設立合理一致的分配基準，則企業資產分配至相關現金產生單位，或分配至現金產生單位內可設立合理一致分配基準的最小組別。可收回金額按企業資產所屬現金產生單位或現金產生單位組別釐定，並與相關現金產生單位或現金產生單位組別的賬面值相比較。

可收回金額為公平值減出售成本與使用價值之較高者。於評估使用價值時，估計未來現金流量使用除稅前折現率（反映市場現時對貨幣時間價值之評估及與未調整估計未來現金流量的資產（或現金產生單位）的特定風險）折現至其現值。



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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Impairment on property, plant and equipment and right-of-use assets *(Continued)*

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit or a group of cash-generating units) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or a cash-generating unit or a group of cash-generating units) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

3. 主要會計政策 (續)

物業、廠房及設備及使用權資產減值 (續)

倘資產 (或現金產生單位) 的可收回金額估計少於其賬面值，則該資產 (或現金產生單位) 的賬面值削減至其可收回金額。就未能按合理一致的基準分配至現金產生單位的企業資產或部分企業資產，本集團會比較一個組別的現金產生單位賬面值 (包括已分配至該組現金產生單位的企業資產或部分企業資產的賬面值) 與本集團該組現金產生單位的可收回金額。減值虧損即時於損益確認。

當減值虧損其後撥回，該資產 (或現金產生單位或現金產生單位組別) 的賬面值增至其可收回金額的經修訂估計值，然而增加後的賬面值不得超過倘若該資產 (或現金產生單位或現金產生單位組別) 過往年度並無確認減值虧損原應釐定的賬面值。減值虧損撥回即時於損益確認。

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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with HKFRS 15 “Revenue from Contracts with Customers”. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

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

Financial assets

Classification and subsequent measurement of financial assets

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

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

All other financial assets are subsequently measured at fair value through profit or loss.

3. 主要會計政策 (續)

金融工具

倘集團實體成為工具合約條文的訂約方，則就此確認金融資產及金融負債。所有按常規方式購入或出售的金融資產按買賣日期基準確認及終止確認。以常規方式購入或出售指須於市場規定或慣例所訂時限內交付資產的金融資產購入或出售。

金融資產及金融負債初步以公平值計量，惟來自客戶合約的應收貿易賬款除外，其初步根據香港財務報告準則第15號「客戶合約收益」計量。收購或發行金融資產及金融負債直接應佔的交易成本乃於初步確認時在金融資產或金融負債的公平值加入或扣除（如適用）。

實際利率法乃計算金融資產或金融負債的攤銷成本及按相關期間攤分利息收入及利息開支的方法。實際利率為可準確透過金融資產或金融負債的估計年期或（倘適用）在較短期間內對估計未來現金收入及付款（包括所支付或收取屬實際利率構成部分的全部費用、交易成本及其他溢價或折讓）折算至初步確認之資產賬面淨值的利率。

金融資產

金融資產分類及其後計量

符合下列條件的金融資產其後按攤銷成本計量：

- 金融資產乃於一項目標為持有金融資產以收取合約現金流量的業務模式中持有；及
- 合約條款會導致於指定日期產生純為支付本金及未償還本金的利息。

所有其他金融資產其後透過損益按公平值計量。

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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments (Continued)

Financial assets (Continued)

Amortised cost and interest income

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

Expected credit losses

The Group performs impairment assessment under ECL model on financial assets and other items which are subject to impairment under HKFRS 9 (including trade receivables, contract assets, deposits, other receivables, amount due from a related company, pledged bank deposits, time deposit and bank balances). The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

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

3. 主要會計政策 (續)

金融工具 (續)

金融資產 (續)

攤銷成本及利息收入

利息收入就其後按攤銷成本計量之金融資產採用實際利率法確認。利息收入透過將實際利率用於金融資產總賬面值來計算，惟其後已變為信貸減值的金融資產除外（見下文）。就其後已變為信貸減值的金融資產而言，利息收入透過將實際利率用於自下個報告期起計的金融資產攤銷成本來確認。倘信貸減值金融工具的信貸風險降低令金融資產不再維持信貸減值，則利息收入在斷定資產不再維持信貸減值後，透過將實際利率用於自報告期開始起計的金融資產總賬面值來確認。

預期信貸虧損

本集團根據預期信貸虧損模式對根據香港財務報告準則第9號面臨減值的金融資產及其他項目（包括應收貿易賬款、合約資產、按金、其他應收款項、應收關連公司款項、已抵押銀行存款、定期存款及銀行結餘）進行減值評估。預期信貸虧損金額於各報告日期更新，以反映自初始確認起的信貸風險變動。

全期預期信貸虧損指在相關工具預期年內所有可能出現的違約事件所產生的預期信貸虧損。相反，12個月預期信貸虧損（「12個月預期信貸虧損」）指預期自可能於報告日期後12個月內出現的違約事件所產生的全期預期信貸虧損的部份。有關評估乃根據本集團過往的信用損失經驗作出，並就債務人的特定因素、整體經濟環境，以及對於報告日期的當前情況及未來情況的預測所作出的評估作出調整。

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綜合財務報表附註

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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments *(Continued)*

Financial assets *(Continued)*

Expected credit losses *(Continued)*

The Group always recognises lifetime ECL for trade receivables and contract assets. For all other financial instruments, the Group measures the loss allowance equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

(i) Significant increase in credit risk

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

3. 主要會計政策 (續)

金融工具 (續)

金融資產 (續)

預期信貸虧損 (續)

本集團一直就應收貿易賬款及合約資產確認全期預期信貸虧損。就所有其他金融工具而言，本集團計量虧損撥備相等於12個月預期信貸虧損，除非信貸風險自初次確認後大幅增加，在此情況下，則本集團確認全期預期信貸虧損。評估應否確認全期預期信貸虧損乃以自初次確認後違約大幅增加的可能性或風險為評估基礎。

(i) 信貸風險大幅增加

於評估信貸風險自初次確認以來是否大幅增加時，本集團將金融工具於各報告日期發生違約的風險，以及金融工具於初次確認日期發生違約的風險進行比較。於進行此評估時，本集團會一併考慮屬合理及有理據的量化及質化的資料，包括過往經驗及毋須付出過度成本或努力取得的前瞻性資料。



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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments (Continued)

Financial assets (Continued)

Expected credit losses (Continued)

(i) Significant increase in credit risk (Continued)

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

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

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

3. 主要會計政策 (續)

金融工具 (續)

金融資產 (續)

預期信貸虧損 (續)

(i) 信貸風險大幅增加 (續)

於評估信貸風險是否大幅增加時，以下資料將特別加以考慮：

- 金融工具外部 (如有) 或內部信貸評級出現實際重大惡化或預期出現重大惡化；
- 信貸風險的外部市場指標出現重大惡化，例如信貸息差、債務人信貸違約調期價格顯著增加；
- 業務、財務或經濟情況目前或預期出現的不利變動，並預期此變動將大幅降低債務人履行償還債務的能力；
- 債務人營運業績實際已或預期出現重大惡化；及
- 債務人的法規、經濟或技術環境實際已或預期出現重大不利變動，導致債務人履行償還債務的能力大幅降低。

不論上述評估的結果如何，本集團假設當合約款項逾期超過30日未付，則信貸風險自初次確認以來已大幅增加，除非本集團有合理及具理據的資料證明上述情況並無出現，則另當別論。

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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments (Continued)

Financial assets (Continued)

Expected credit losses (Continued)

(i) Significant increase in credit risk (Continued)

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

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(ii) Definition of default

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full.

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

3. 主要會計政策 (續)

金融工具 (續)

金融資產 (續)

預期信貸虧損 (續)

(i) 信貸風險大幅增加 (續)

儘管有上文所述，倘債務工具釐定為於報告日期具有較低信貸風險，則本集團假設債務工具的信貸風險自初步確認以來並無大幅增加。倘出現以下情況，則債務工具被釐定為具有較低信貸風險：(i)具有低違約風險；(ii)借款方擁有雄厚實力，可於短期內履行其合約現金流量責任；及(iii)經濟及業務狀況的長期不利變動可能但未必會削弱借款方履行其合約現金流量責任的能力。倘債務工具的內部或外部信貸評級為「投資級別」（根據國際通用釋義），則本集團認為該債務工具存在較低信貸風險。

本集團定期監察標準的有效性以確定是否存在信貸風險顯著增加並對其進行修改，以確保標準能夠在金額到期之前已識別到信貸風險的顯著增加。

(ii) 違約的定義

就內部信貸風險管理而言，倘內部編製或從外部來源獲得的資料顯示債務人不大可能向其債權人（包括本集團）全額還款，則本集團認為發生違約事件。

不論上文所述，本集團認為，倘金融資產逾期超過90日，即發生違約事件，除非本集團具有說明更寬鬆的違約標準更為合適的合理可靠資料，則作別論。



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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments (Continued)

Financial assets (Continued)

Expected credit losses (Continued)

(iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial assets have been occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event;
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; or
- (d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

(iv) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice when appropriate. A write-off constitutes a derecognition event. Any recoveries made are recognised in profit or loss.

3. 主要會計政策 (續)

金融工具 (續)

金融資產 (續)

預期信貸虧損 (續)

(iii) 信貸減值金融資產

當一項或多項對金融資產估計未來現金流量有負面影響的事件發生時，金融資產會被視為出現信貸減值。金融資產出現信貸減值的證據包括以下事件的可觀察數據：

- (a) 發行人或借款人面臨重大財政困難；
- (b) 違約，例如拖欠或逾期還款；
- (c) 借款人的放款人因與借款人有關的經濟或合約原因，向借款人授出放款人在其他情況下不會考慮授出的優惠；或
- (d) 借款人可能將會破產或進行其他財務重組。

(iv) 撇銷政策

倘有資料顯示對手方面對嚴重財務困難，且實際上並無收回款項的前景（如對手方被清盤或進入破產程序，或（如為應收貿易賬款）金額已逾期超過兩年（以較早發生者為準），則本集團會撇銷金融資產。於適當時，在考慮法律意見後，本集團可能仍會根據收款程序處理被撇銷的金融資產。一項撇銷構成一項取消確認事項。所收回的任何款項於損益中確認。

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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments (Continued)

Financial assets (Continued)

Expected credit losses (Continued)

(v) Measurement and recognition of ECL

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

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

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

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

Financial liabilities and equity

Classification as debt or equity

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

Equity instruments

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

Financial liabilities at amortised cost

The Group's financial liabilities including trade and other payables, amount due to a director of the Company and bank borrowing are subsequently measured at amortised cost, using the effective interest method.

3. 主要會計政策 (續)

金融工具 (續)

金融資產 (續)

預期信貸虧損 (續)

(v) 計量及確認預期信貸虧損

預期信貸虧損的計量乃違約概率、違約虧損率(即違約造成虧損的幅度)及違約風險的函數。違約概率及違約虧損率乃根據歷史數據及前瞻性資料進行評估。預期信貸虧損的估計反映無偏頗及概率加權數額,其乃根據加權的相應違約風險而釐定。

一般而言,預期信貸虧損按根據合約應付本集團的所有合約現金流量與本集團預期將收取的所有現金流量之間的差額估計,並按初步確認時釐定的實際利率貼現。

利息收入乃按金融資產之賬面總值計算,除非金融資產出現信貸減值,在此情況下,利息收入乃按金融資產之攤銷成本計算。

本集團透過調整賬面值就所有金融工具於損益中確認減值收益或虧損,惟透過虧損撥備賬確認相應調整的應收貿易賬款及合約資產除外。

金融負債及股本

分類為債務或權益

債務及權益工具按照合約安排的實質內容以及金融負債及股本工具的定義歸類為金融負債或權益。

權益工具

權益工具指能證明擁有實體在減除其所有負債後的資產中的剩餘權益的任何合約。本公司發行的權益工具按已收所得款項減除直接發行成本後確認。

按攤銷成本計量的金融負債

本集團金融負債(包括應付貿易賬款及其他應付款項、應付本公司一名董事款項及銀行貸款)於其後以實際利率法按攤銷成本計量。

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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Financial instruments (Continued)

Derecognition

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire.

On derecognition of a financial asset, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

Taxation

Taxation represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from loss before taxation as reported in the consolidated statement of profit or loss and other comprehensive income because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax base used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary difference to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

3. 主要會計政策 (續)

金融工具 (續)

終止確認

本集團僅在資產現金流量的合同權利到期時終止確認金融資產。

於終止確認金融資產時，資產賬面值與已收及應收代價之和之間的差額於損益中確認。

僅在本集團的義務已經履行、解除或到期時，本集團才終止確認金融負債。終止確認的金融負債的賬面值與支付及應付的代價之間的差額會在損益中確認。

稅項

稅項指當期應付稅項與遞延稅項的總和。

即期應付稅項基於年內應課稅溢利計算。由於其他年度應課稅的收入或可扣減的開支以及從未課稅或可扣減的項目，應課稅溢利與綜合損益及其他全面收益表所報告的除稅前虧損不同。本集團的即期稅項負債按各報告期末已制定或大致上已制定的稅率計算。

遞延稅項以資產及負債於過往財務資料的賬面值與計算應課稅溢利所使用的相應稅基之間的暫時性差額確認。遞延稅項負債一般就所有應課稅暫時性差額而確認，而遞延稅項資產則一般限於在有應課稅溢利可供抵銷可扣減暫時性差額時方會就所有應課稅暫時性差額進行確認。倘於一項交易中，商譽或因業務合併以外原因初步確認其他資產及負債引致的暫時差額既不影響應課稅溢利亦不影響會計溢利，則不會確認該等遞延稅項資產及負債。

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綜合財務報表附註

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3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Taxation (Continued)

Deferred tax liabilities are recognised for taxable temporary differences associated with investment in a subsidiary, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investment are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

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

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied to the same taxable entity by the same taxation authority.

Current and deferred tax are recognised in profit or loss.

3. 主要會計政策 (續)

稅項 (續)

遞延稅項負債就投資於附屬公司相關的應課稅暫時性差額予以確認，除非本集團可控制暫時性差額的撥回，且暫時性差額不大可能在可見將來撥回。與該等投資相關之可扣減暫時性差額所產生的遞延稅項資產，僅於有足夠應課稅溢利可用抵銷暫時性差額之利益，並預期於可見將來撥回的情況下，才予以確認。

遞延稅項資產賬面值於各報告期末審閱，並作出扣減，直至不再有足夠應課稅溢利可用以收回全部或部分資產為止。

遞延稅項資產及負債乃根據各報告期末已頒佈或實質已頒佈的稅率（及稅法）按清償負債或變現資產期間預期應用的稅率計量。

遞延稅項負債及資產的計量反映按照本集團預期的方式於各報告期末收回或清償其資產及負債的賬面值的稅務結果。

倘有可依法執行權利動用即期稅項資產以抵銷即期稅項負債，而遞延稅項資產及負債與由同一稅務機構向同一應課稅實體徵收之所得稅相關。

即期及遞延稅項會於損益中確認。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

3. SIGNIFICANT ACCOUNTING POLICIES

(Continued)

Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items that are measured in term of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, as recognised in profit or loss in the period in which they arise.

Employee benefits

Retirement benefit costs

Payments to the Mandatory Provident Fund Schemes (the "MPF Schemes") in Hong Kong and the Social Security Fund Contribution in Macau are recognised as an expense when employees have rendered service entitling them to the contributions.

Short-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another HKFRS requires or permits the inclusion of the benefit in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages, salaries and annual leave) after deducting any amount already paid.

Borrowing costs

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

3. 主要會計政策 (續)

外幣

於編製各個別集團實體之財務報表時，以該實體的功能貨幣以外的貨幣（外幣）進行的交易乃按交易當日的匯率確認。於各報告期末，以外幣計值的貨幣項目按該日之匯率重新換算。以外幣按歷史成本計量的非貨幣項目不予重新換算。

結算貨幣項目及重新換算貨幣項目所產生的匯兌差額於該等差額產生期間之損益內確認。

僱員福利

退休福利成本

香港強制性公積金計劃（「強積金計劃」）及澳門社會保障基金供款款項於僱員提供服務而有權獲得有關供款時確認為開支。

短期僱員福利

短期僱員福利按預期於僱員提供服務時支付之未貼現福利金額確認。所有短期僱員福利確認為開支，惟另一項香港財務報告準則規定或允許有關福利納入資產成本，則作別論。

在扣除已經支付的任何金額後，對僱員應得的福利（例如工資、薪金及年假）確認負債。

借款成本

所有借款成本乃於其產生期間在損益確認。

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綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

4. KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 3, management of the Group is required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets within the next financial year.

Electrical and mechanical engineering services contracts

The Group reviews and revises the estimated total contract costs and margins to complete the satisfaction of these services and the margin of each project as the contract progresses. Budgeted costs and margins are prepared by management of the Group on the basis of quotations from time to time provided by the subcontractors or suppliers involved and the experience of management of the Group. In order to keep the budget accurate and up-to-date, management of the Group conducts periodic reviews of the budgets of contracts by comparing the budgeted amounts to the actual amounts incurred. Such significant estimate may have impact on the margins recognised in each period.

4. 估計不明朗因素的主要來源

於應用附註3所述本集團的會計政策時，本集團管理層須就無法透過其他來源確定的資產及負債的賬面值作出判斷、估計及假設。估計及相關假設乃根據過往經驗及被視為相關的其他因素作出。實際結果可能與該等估計不盡相同。

估計及相關假設會持續檢討。會計估計所作的修訂於修訂該估計的期間確認（倘該修訂僅影響該期間），或於修訂期間及未來期間確認（倘該修訂影響現時及未來期間）。

於各報告期末有關未來的主要假設及估計不明朗因素的其他主要來源（有關假設及來源具有導致資產賬面值於未來財政年度內須作出大幅調整的重大風險）如下。

電力及機械工程服務合約

隨著合約的進行，本集團審查及修訂估計總合約成本及盈利以滿足各個項目的服務及盈利。成本及盈利預算乃本集團管理層根據所涉及的分包商或供應商不時提供的報價或及本集團管理層的經驗所編製。為維持準確及最新的預算，本集團管理層透過比較預算金額及實際所產生金額對合約預算作出定期審閱。該重大估計於各期間可能對已確認盈利有影響。

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4. KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

Electrical and mechanical engineering services contracts (Continued)

For construction contracts that contain variable consideration such as variations in contract work, claims and incentive payment, the Group estimates the amount of consideration to which it will be entitled using the most likely amount, which better predicts the amount of consideration contract only to the extent that it is highly probable that such an inclusion will not result in a significant revenue reversal in the future when the uncertainty associated with the variable consideration is subsequently resolved. At the end of the reporting period, the Group updates the estimated transaction price (including updating its assessment of whether an estimate of variable consideration is constrained) to represent faithfully the circumstances present at the end of the reporting period and the changes in circumstances during the reporting period.

Recognised amounts of revenue of MOP182,176,000 (2020: MOP70,239,000) from electrical and mechanical engineering services contracts reflect the management's best estimate of each contract's outcome and stage of completion, which are determined on the basis of a number of estimates. This includes the assessment of the margins of on-going electrical and mechanical engineering services contracts. For more complex contracts in particular, costs to complete and margins are subject to significant estimation uncertainty, the actual outcomes in terms of total cost may be higher or lower than estimated at the end of each reporting period, which would affect the revenue and margins recognised in future years and adjustment to the amounts recorded to date.

4. 估計不明朗因素的主要來源 (續)

電力及機械工程合約 (續)

對於包含可變代價(如合約工程、申索及獎勵款項的變動)的建築合約,本集團使用最可能的金額估計其有權收取的代價金額,此可更好預測僅於當與可變代價相關的不確定因素隨後獲解決,有關金額計入於未來很大可能不會導致重大收益撥回時的合約代價金額。於各報告期末,本集團更新估計交易價(包括更新其對估計可變代價是否受限制之評估),以真實反映於各報告期末存在的情況及於報告期間的情況變動。

來自電力及機械工程服務合約的已確認收益金額182,176,000澳門元(二零二零年:70,239,000澳門元)反映管理層對各合約結果及完成階段的最佳估計,此乃基於若干估計釐定。這包括評估進行中的電力及機械工程服務合約的盈利能力。特別對較複雜的合約而言,完成成本及合約盈利能力受限於重大估計不明朗因素,總成本之合約結果可能高於或低於各報告期末作出之估計,從而將影響未來年度確認的收益及盈利以及對迄今記錄金額之調整。

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4. KEY SOURCES OF ESTIMATION UNCERTAINTY *(Continued)*

Recognition of ECL for trade receivables and contract assets

Trade receivables and contract assets have been assessed individually. The Group applies internal credit rating for its customers. The amounts are assessed individually by reference to historical credit loss experience, aging analysis, repayment history and/or current past due status of the debtor. ECL estimates also consider the reasonable and supportable forward-looking information that is available without undue cost or effort. At every reporting date, the potential increase in credit risk, the historical observed default rates are reassessed and changes in the forward-looking information are considered. The ECL recognition has considered the risk surrounding the Covid-19 pandemic and is sensitive to changes in estimates. The information about the ECL of the Group's trade receivables and contract assets are disclosed in Note 28.

Deferred tax asset

As at 31 December 2021, a deferred tax asset of HK\$336,000 (equivalent to approximately MOP347,000) (2020: nil) in relation to unused tax losses for an operating subsidiary in Hong Kong has been recognised in the consolidated statement of financial position. No deferred tax asset has been recognised on the tax losses for non-operating subsidiaries due to the unpredictability of future profit streams. The realisability of the deferred tax asset mainly depends on whether sufficient future profits or taxable temporary differences will be available in the future, which is a key source of estimation uncertainty especially the uncertainty on how the Covid-19 pandemic may progress and evolve. In cases where the actual future taxable profits generated are less or more than expected, or change in facts and circumstances which result in revision of future taxable profits estimation, a material reversal or further recognition of deferred tax assets may arise, which would be recognised in profit or loss for the period in which such a reversal or further recognition takes place.

4. 估計不明朗因素的主要來源 (續)

確認應收貿易賬款及合約資產的預期信貸虧損

已對應收貿易賬款及合約資產進行個別評估。本集團就其客戶應用內部信貸評級。金額乃參考過往信貸虧損經驗、賬齡分析、還款記錄及／或債務人當前的逾期狀況進行個別評估。預期信貸虧損估計亦考慮合理可靠且毋須花耗不必要成本或努力即可獲得的前瞻性資料。於各報告日期，會重新評估信貸風險可能增加、過往可觀察的違約風險並考慮前瞻性資料變動。確認預期信貸虧損已考慮Covid-19大流行相關風險及受估計變動影響的程度。有關本集團應收貿易賬款及合約資產之預期信貸虧損的資料披露於附註28。

遞延稅項資產

於二零二一年十二月三十一日，於綜合財務狀況表就一間於香港運營附屬公司的未動用稅項虧損確認遞延稅項資產336,000港元（折合約347,000澳門元）（二零二零年：無）。由於未來溢利來源不可預測，因此並無就非運營附屬公司的稅項虧損確認遞延稅項資產。遞延稅項資產是否可實現主要取決於未來是否有足夠未來溢利或應課稅暫時差額可供動用，此為估計不確定性的關鍵來源，特別是Covid-19疫情可能如何進展及演變的不確定性。倘若實際產生之未來應課稅溢利少於或多於預期，或事實及情況有變導致對未來應課稅溢利估計作出修訂，則可能會引起遞延稅項資產之重大撥回或進一步確認，並於有關撥回或進一步確認發生之期間於損益內確認。

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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

4. KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

Estimated impairment of property, plant and equipment and right-of-use assets

Property, plant and equipment and right-of-use assets are stated at costs less accumulated depreciation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgment and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash generating unit to which the assets belong, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise recoverable amount is determined at the smallest group of cash generating units, for which the relevant corporate assets have been allocated. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts. Furthermore, the cash flows projections, growth rate and discount rate are subject to greater uncertainties due to uncertainty on how the Covid-19 pandemic may progress and evolve.

As at 31 December 2021, the carrying amounts of property, plant and equipment (including right-of-use assets) subject to impairment assessment were MOP1,724,000 (2020: MOP15,822,000), after taking into account the impairment losses of nil (2020: nil).

4. 估計不明朗因素的主要來源 (續)

物業、廠房及設備以及使用權資產減值 評估

物業、機器及設備以及使用權資產按成本減累計折舊及減值(如有)列賬。於釐定資產是否減值時,本集團須運用判斷及作出估計,尤其評估:(1)是否有事件已發生或有任何跡象可能影響資產價值;(2)資產賬面值是否能夠以可收回金額支持,如為使用價值,則以按照持續使用資產估計的未來現金流量的淨現值支持;及(3)將適當關鍵假設應用於估計可收回金額(包括現金流量預測及適當貼現率)。當不大可能估計個別資產(包括使用權資產)的可收回金額時,本集團估計該資產所屬之創現單位的可收回金額(當可設立合理及一致的分配基準時,則包括分配公司資產的可收回金額),否則由於有關公司資產已獲分配,可回收金額於創現單位的最小組別內確認。更改假設及估計(包括於現金流量預測內的貼現率或增長率)可能會對可回收金額產生重大影響。此外,由於Covid-19疫情可能發展及演變帶來不確定性因素,現金流量預測、增長率及貼現率於本年度存在較大不確定性。

於二零二一年十二月三十一日,經計及減值虧損零(二零二零年:零)後,物業、廠房及設備(包括使用權資產)減值評估之賬面值分別為1,724,000澳門元(二零二零年:15,822,000澳門元)。

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5. REVENUE

Provision of electrical and mechanical engineering services recognised over time 提供電力及機械工程服務
隨時間確認

2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
182,176	70,239

The customers of the Group are mainly main contractors and subcontractors in Macau and Hong Kong. Contracts with the Group's customers are mainly fixed-price contracts, except for the variation orders.

本集團的客戶主要為澳門及香港的總承建商及分包商。與本集團客戶的合約主要為固定價格的合約，惟工程變更單除外。

Disaggregation of revenue

By property type

Hotels and casinos
Residential properties
Commercial properties
Public properties
Others

按物業類型劃分

酒店及娛樂場
住宅物業
商業物業
公眾物業
其他

2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
29,550	65,615
10,542	1,007
66,259	1,391
74,908	-
917	2,226
182,176	70,239

6. SEGMENT INFORMATION

The Group is engaged in a single operating segment focusing on the provision of electrical and mechanical engineering services. This operating segment has been identified on the basis of internal management reports that are regularly reviewed by the directors of the Company, being the chief operating decision makers, for the purpose of result allocation and performance assessment. Therefore, no further analysis of segment information is presented.

5. 收益

收益分類

6. 分部資料

本集團從事單一經營分部，專注於提供電力及機械工程服務。本經營分部乃根據內部管理報告確定，該報告由本公司董事（即主要營運決策者）定期審閱，以供業績分配及表現評估。因此，不再呈列對分部資料的進一步分析。

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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

6. SEGMENT INFORMATION (Continued)

Geographical information

The Group's operations are located in Macau and Hong Kong.

The Group's revenue from external customers and information about its non-current assets by geographical location of the customers and the assets, respectively, are detailed below:

6. 分部資料 (續)

地區資料

本集團的經營位於澳門及香港。

本集團來自外部客戶的收入以及按客戶及資產地理位置劃分的非流動資產資料之詳情分別載列如下：

		Revenue from external customers 來自外部客戶的收入 Year ended 31 December 截至十二月三十一日止年度		Non-current assets 非流動資產 At 31 December 於十二月三十一日	
		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Macau	澳門	103,912	70,239	37,584	15,233
Hong Kong	香港	78,264	–	1,799	637
		182,176	70,239	39,383	15,870

Note: Non-current assets excluded deferred tax asset.

附註：非流動資產不包括遞延稅項資產。

Information about major customers

Revenue from customers contributing over 10% of the total revenue of the Group during the year are as follows:

有關主要客戶的資料

來自佔本集團總收益10%以上的客戶於年內的收益如下：

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Customer A	客戶A	126,507	45,578
Customer B	客戶B	37,953	N/A 不適用*

* The corresponding revenue did not contribute over 10% of the total revenue of the Group during the relevant financial year.

* 於相關財政年度內，相應收益對本集團收益總額的貢獻率並無高於10%。

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7. OTHER INCOME

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Interest income	利息收入	198	500
Government grants	政府補貼	-	763
Others	其他	629	12
		827	1,275

During the prior year, the Group recognised government grants of MOP763,000 in respect of Covid-19-related subsidies, of which MOP613,000 related to Employment Support Scheme provided by the Hong Kong government and MOP150,000 of one-off epidemic prevention subsidy provided by the Macau government.

7. 其他收入

於上年度，本集團就Covid-19相關補助確認政府補貼763,000澳門元，其中613,000澳門元乃香港政府提供的保就業計劃相關款項及150,000澳門元乃澳門政府提供的一次性疫情防控補貼。

8. IMPAIRMENT LOSSES UNDER ECL MODEL, NET OF REVERSAL

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Impairment losses, net of reversal, recognised on:	就下列各項確認的減值虧損，扣除撥回：		
- trade receivables (Note 15)	— 應收貿易賬款 (附註15)	1,698	830
- contract assets (Note 17)	— 合約資產 (附註17)	6,015	3,618
		7,713	4,448

8. 預期信貸虧損模式下的減值虧損，扣除撥回



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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

9. LOSS BEFORE TAXATION

9. 除稅前虧損

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Loss before taxation has been arrived at after charging:	除稅前虧損已於扣除下列各項後達致：		
Directors' remuneration	董事酬金	2,866	3,200
Other staff costs	其他員工成本		
– salaries and other allowance	– 薪金及其他津貼	14,382	8,306
– retirement benefit scheme contributions	– 退休福利計劃供款	398	150
Total staff costs	員工成本總額	17,646	11,656
Less: staff costs included in cost of services	減：計入服務成本的員工成本	(7,666)	(1,747)
		9,980	9,909
Auditors' remuneration	核數師酬金	980	1,258
Depreciation of property, plant and equipment	物業、廠房及設備折舊	2,623	2,047

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10. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS

(a) Directors' and the chief executive's emoluments

Details of the emoluments paid or payable to the directors and chief executive of the Company disclosed pursuant to the applicable Listing Rules and the Hong Kong Companies Ordinance, are as follows:

10. 董事、主要行政人員及僱員酬金

(a) 董事及主要行政人員酬金

根據適用上市規則及香港公司條例所披露本公司董事及主要行政人員已付或應付的酬金詳情如下：

		Fees	Salaries and other allowance	Performance related incentive payments	Retirement benefit scheme contributions	Total
		袍金	薪金及其他津貼	與績效相關的獎勵支付	退休福利計劃供款	總額
		MOP'000	MOP'000	MOP'000	MOP'000	MOP'000
		千澳門元	千澳門元	千澳門元	千澳門元	千澳門元
				(Note iv)		
				(附註iv)		
Year ended	截至二零二一年					
31 December 2021	十二月三十一日止年度					
<i>Executive directors</i>	<i>執行董事</i>					
Mr. Woo Chu Fai (Note i)	胡柱輝先生 (附註i)	-	798	-	19	817
Mr. Wun Chi Wai	尹志偉先生	-	554	-	19	573
Mr. Yu Chi Kwan	俞志軍先生	-	527	-	19	546
<i>Non-executive directors</i>	<i>非執行董事</i>					
Mr. Wan Man Keung	尹民強先生	186	-	-	-	186
Mrs. Kan Wan Wai Yee Mavis	簡尹慧兒夫人	186	-	-	-	186
<i>Independent non-executive directors</i>	<i>獨立非執行董事</i>					
Mr. Lau Ping Cheung Kaizer (Note iii)	劉炳章先生 (附註iii)	186	-	-	-	186
Dr. Sham Chung Ping Alain, BBS (Note iii)	沈仲平博士, BBS (附註iii)	186	-	-	-	186
Mr. May Tai Keung Nicholas (Note iii)	梅大強先生 (附註iii)	186	-	-	-	186
Total emoluments	酬金總額	930	1,879	-	57	2,866

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For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

10. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS (Continued)

(a) Directors' and the chief executive's emoluments

(Continued)

Year ended 31 December 2020	截至二零二零年 十二月三十一日止年度	Fees 袍金 MOP'000 千澳門元	Salaries and other allowance 薪金及 其他津貼 MOP'000 千澳門元	Performance related incentive payments 與績效相關 的獎勵支付 MOP'000 千澳門元 (Note iv) (附註iv)	Retirement benefit scheme contributions 退休福利 計劃供款 MOP'000 千澳門元	Total 總額 MOP'000 千澳門元
<i>Executive directors</i> 執行董事						
Mr. Woo Chu Fai (Note i)	胡柱輝先生 (附註i)	-	728	516	19	1,263
Mr. Wun Chi Wai	尹志偉先生	-	529	-	19	548
Mr. Yu Chi Kwan	俞志軍先生	-	555	-	19	574
<i>Non-executive directors</i> 非執行董事						
Mr. Wan Man Keung	尹民強先生	163	-	-	-	163
Mrs. Kan Wan Wai Yee Mavis	簡尹慧兒夫人	163	-	-	-	163
<i>Independent non-executive directors</i> 獨立非執行董事						
Mr. Lau Ping Cheung Kaizer (Note iii)	劉炳章先生 (附註iii)	163	-	-	-	163
Dr. Sham Chung Ping Alain, BBS (Note iii)	沈仲平博士, BBS (附註iii)	163	-	-	-	163
Mr. May Tai Keung Nicholas (Note iii)	梅大強先生 (附註iii)	163	-	-	-	163
Total emoluments	酬金總額	815	1,812	516	57	3,200

Notes:

- (i) Mr. Woo Chu Fai acts as the chief executive of the Company and his emoluments disclosed above include those for services rendered by him as the chief executive.
- (ii) The executive directors' emoluments shown above were for their services in connection with the management of the affairs of the Company and the Group. The non-executive directors' emoluments shown above were for their services as directors of the Company and its subsidiaries.

附註：

- (i) 胡柱輝先生擔任本公司主要行政人員且上述披露的酬金包括其作為主要行政人員所提供服務的酬金。
- (ii) 以上執行董事酬金乃就彼等管理本公司及本集團事務所提供的服務而作出。以上非執行董事酬金乃就彼等擔任本公司及其附屬公司之董事所提供的服務而作出。

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10. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS (Continued)

(a) Directors' and the chief executive's emoluments

(Continued)

- (iii) On 22 January 2020, Mr. Lau Ping Cheung Kaizer, Dr. Sham Chung Ping Alain, BBS and Mr. May Tai Keung Nicholas were appointed as independent non-executive directors of the Company. Their emoluments shown above were for their services as directors of the Company.
- (iv) The performance related incentive payments are determined based on the performance of the individual and the Group's performance and profitability.

(b) Employees' emoluments

The five highest paid individuals include three (2020: two) directors of the Company for the year ended 31 December 2021, details of whose emoluments are included above. Details of the emoluments of the remaining highest paid individuals were as follows:

10. 董事、主要行政人員及僱員酬金

(續)

(a) 董事及主要行政人員酬金 (續)

- (iii) 於二零二零年一月二十二日，劉炳章先生、沈仲平博士，BBS及梅大強先生獲委任為本公司獨立非執行董事。以上彼等之酬金乃就彼等擔任本公司董事所提供的服務而作出。
- (iv) 與績效相關的獎勵支付乃根據個人表現及本集團表現及盈利能力釐定。

(b) 僱員酬金

於截至二零二一年十二月三十一日止年度，五名最高薪酬人士包括三名（二零二零年：兩名）本公司董事，彼等酬金詳情載於上文。餘下最高薪酬人士的酬金詳情如下：

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Employees	僱員		
- salaries and other allowance	— 薪金及其他津貼	1,144	1,303
- performance related incentive payments	— 與績效相關的獎勵支付	-	634
- retirement benefit scheme contributions	— 退休福利計劃供款	36	54
		1,180	1,991

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10. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS (Continued)

(b) Employees' emoluments (Continued)

The emoluments of the aforesaid employees were within the following bands:

		2021 二零二一年 Number of employees 僱員人數	2020 二零二零年 Number of employees 僱員人數
Nil to HK\$1,000,000	零至1,000,000港元	2	3

No emoluments were paid by the Group to the directors of the Company nor the five highest paid individuals (including directors and employees) as an inducement to join or upon joining the Group or as compensation for loss of office. None of the directors of the Company waived or agreed to waive any emoluments during both years.

10. 董事、主要行政人員及僱員酬金 (續)

(b) 僱員酬金 (續)

上述僱員的酬金處於以下範圍：

本集團概無向本公司董事或五名最高薪酬人士（包括董事及僱員）支付任何酬金作為加入本集團或於加入後的獎勵或作為離職補償。概無本公司董事於兩個年度放棄或同意放棄任何酬金。

11. TAXATION

Macau Complementary Tax	澳門補充稅
Current tax	即期稅項
Overprovision in prior years	過往年度超額撥備
Hong Kong Profits Tax	香港利得稅
Deferred taxation (Note 16)	遞延稅項 (附註16)

Macau Complementary Tax is calculated at 12% (2020: 12%) of the estimated assessable profits exceeding MOP600,000 for the year.

11. 稅項

	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
	1,340	1,106
	(1,070)	(300)
	(256)	-
	14	806

於年內，澳門補充稅按超過600,000澳門元的估計應課稅溢利的12%（二零二零年：12%）計算。

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11. TAXATION (Continued)

Under the two-tiered profits tax rates regime of Hong Kong Profits Tax, the first HK\$2 million of assessable profits of the qualifying group entity will be taxed at 8.25%, and assessable profits above HK\$2 million will be taxed at 16.5%. The assessable profits of group entities not qualifying for the two-tiered profits tax rates regime will continue to be taxed at a flat rate of 16.5%. Accordingly, the Hong Kong Profits Tax of the qualifying group entity is calculated at 8.25% on the first HK\$2 million of the estimated assessable profits and at 16.5% on the estimated assessable profits above HK\$2 million.

No provision for taxation in Hong Kong has been made as the subsidiary in Hong Kong does not have any assessable profits for both years.

Taxation for the year can be reconciled to the loss before taxation per the consolidated statement of profit or loss and other comprehensive income as follows:

11. 稅項 (續)

根據香港利得稅之兩級制利得稅率制度，合資格集團實體的首2百萬港元可評估溢利將按8.25%的稅率徵稅，而超過2百萬港元的可評估溢利將按16.5%的稅率徵稅。不符合兩級制利得稅率制度資格的集團實體的可評估溢利將繼續按16.5%的劃一稅率繳納稅項。因此，合資格集團實體的首2百萬港元估計應課稅溢利按8.25%而超過2百萬港元估計應課稅溢利則按16.5%的稅率計算的香港利得稅。

因香港附屬公司於兩個年度並無任何應課稅溢利，故並無於香港就稅項作出撥備。

在綜合損益及其他全面收益表中年內的稅項與除稅前虧損的對賬如下：

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Loss before taxation	除稅前虧損	(4,957)	(19,409)
Tax at Macau Complementary Tax rate of 12% (2020: 12%)	按澳門補充稅稅率12%計算的稅項 (二零二零年：12%)	(595)	(2,329)
Tax effect of expenses not deductible for tax purpose	不可扣稅開支的稅務影響	1,688	3,596
Tax effect of income not taxable for tax purpose	無需課稅收入的稅務影響	(2)	(89)
Special complementary tax incentive	特別補充稅優惠	(72)	(72)
Overprovision in prior years	過往年度超額撥備	(1,070)	(300)
Effect of different tax rates of subsidiaries operating in other jurisdiction	於其他司法權區經營的附屬公司的不同稅率的影響	55	-
Others	其他	10	-
Taxation for the year	年內稅項	14	806

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12. DIVIDENDS

No dividend was paid or proposed for ordinary shareholders of the Company during the year ended 31 December 2021, nor has any dividend been proposed since the end of the reporting period (2020: nil).

13. LOSS PER SHARE

The calculation of the basic loss per share is based on the following data:

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Loss	虧損		
Loss for the year	年內虧損	(4,971)	(20,215)
		2021 二零二一年 Number of shares 股份數目 '000 千股	2020 二零二零年 Number of shares 股份數目 '000 千股
Weighted average number of shares	股份加權平均數		
Weighted average number of ordinary shares	普通股加權平均數	2,000,000	1,939,891

The weighted average number of shares for the purpose of calculating basis loss per share has been determined on the assumption that the Capitalisation Issue which took place during the year ended 31 December 2020 (details as disclosed in Note 24) had been effective on 1 January 2020.

The calculation of diluted loss per share for the prior year did not assume the exercise of the over-allotment option granted upon the Listing since the exercise of the option would not result in an increase in loss per share. The over-allotment option lapsed after the Listing.

No diluted loss per share for both years are presented as there are no potential ordinary shares in issue during both years.

12. 股息

於截至二零二一年十二月三十一日止年度，並無向本公司普通股股東派付或擬派付股息，自報告期末以來亦無已建議派付任何股息（二零二零年：無）。

13. 每股虧損

每股基本虧損乃按以下數據計算：

用於計算每股基本虧損的股份加權平均數基於假設於截至二零二零年十二月三十一日止年度內發生的資本化發行（詳情於附註24披露）已於二零二零年一月一日生效而釐定。

上年度每股攤薄虧損的計算並無假設行使於上市後所授出的超額配股權，因為行使該配股權不會導致每股虧損增加。超額配股權於上市後失效。

並無呈列兩個年度的每股攤薄虧損，因為兩個年度內並無潛在已發行普通股。

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14. PROPERTY, PLANT AND EQUIPMENT

14. 物業、廠房及設備

		Owned property 自有物業 MOP'000 千澳門元	Leased properties 租賃物業 MOP'000 千澳門元	Leasehold improvements 租賃物業裝修 MOP'000 千澳門元	Furniture and fixtures 傢俬及裝置 MOP'000 千澳門元	Equipment 設備 MOP'000 千澳門元	Motor vehicles 汽車 MOP'000 千澳門元	Total 總額 MOP'000 千澳門元
COST	成本							
At 1 January 2020	於二零二零年一月一日	14,005	6,532	435	120	749	320	22,161
Additions	添置	-	1,101	774	-	584	-	2,459
Early termination of lease contracts	租賃合約提前終止	-	(471)	-	-	-	-	(471)
At 31 December 2020	於二零二零年 十二月三十一日	14,005	7,162	1,209	120	1,333	320	24,149
Additions	添置	19,567	1,506	4,022	-	970	-	26,065
At 31 December 2021	於二零二一年十二月三十一日	33,572	8,668	5,231	120	2,303	320	50,214
DEPRECIATION	折舊							
At 1 January 2020	於二零二零年一月一日	373	5,186	146	117	546	128	6,496
Provided for the year	年內撥備	280	1,328	253	2	119	65	2,047
Early termination of lease contracts	租賃合約提前終止	-	(216)	-	-	-	-	(216)
At 31 December 2020	於二零二零年十二月三十一日	653	6,298	399	119	665	193	8,327
Provided for the year	年內撥備	574	1,214	474	1	297	63	2,623
At 31 December 2021	於二零二一年十二月三十一日	1,227	7,512	873	120	962	256	10,950
CARRYING VALUES	賬面值							
At 31 December 2021	於二零二一年十二月三十一日	32,345	1,156	4,358	-	1,341	64	39,264
At 31 December 2020	於二零二零年十二月三十一日	13,352	864	810	1	668	127	15,822

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14. PROPERTY, PLANT AND EQUIPMENT

(Continued)

The above items of property, plant and equipment are depreciated on a straight-line basis at the following rates per annum:

Owned property	2%
Leased properties	The shorter of its estimated useful life and the lease term
Leasehold improvements	The shorter of its estimated useful life and the lease term
Furniture and fixtures	20%
Equipment	20%
Motor vehicles	20%

The Group has pledged the owned property with carrying amount of MOP17,398,000 (2020: nil) to secure the bank borrowing (see Note 23) granted to the Group.

The Group as a lessee

Right-of-use assets (included in the leased properties in the property, plant and equipment)

14. 物業、廠房及設備 (續)

上述物業、廠房及設備的項目採用直線法按以下年率折舊：

自有物業	2%
租賃物業	按估計使用壽命和租賃期兩者中的較短者
租賃物業裝修	按估計使用壽命和租賃期兩者中的較短者
傢俬及裝置	20%
設備	20%
汽車	20%

本集團已抵押賬面值為17,398,000澳門元(二零二零年：零)的自有物業以擔保向本集團授出的銀行借款(見附註23)。

本集團作為一名承租人

使用權資產(計入物業、廠房及設備中的租賃物業)

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Expense relating to short-term leases with lease terms end within 12 months	與租期於12個月內結束的短期租賃有關的開支	394	373
Total cash outflow for leases	租賃現金流出總額	1,714	1,791

For both years, the Group leases various offices, staff quarters and warehouses for its operations. Lease contracts are entered into for fixed terms of 1 to 2 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.

The Group regularly entered into short-term leases for properties. As at 31 December 2021 and 2020, the portfolio of short-term lease is similar to the portfolio of short-term lease to which the short-term lease expense disclosed as above.

Restrictions or covenants on leases

In addition, carrying amounts of lease liabilities of MOP1,130,000 are recognised with related right-of-use assets of MOP1,156,000 as at 31 December 2021 (2020: lease liabilities of MOP838,000 and related right-of-use assets of MOP864,000). The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

於兩個年度，本集團為其營運租賃多個辦公室、員工宿舍及倉庫。租賃合約訂立1至2年的固定期限。租期乃在個別基礎上協商，並包含各種不同的條款及條件。於釐定租期及評估不可註銷期間的期限時，本集團採用合約的定義並釐定可強制執行合約的期間。

本集團定期訂立短期物業租賃。於二零二一年及二零二零年十二月三十一日，短期租賃組合與上文所披露的短期租賃開支的短期租賃組合相若。

與租賃有關的限制或契約

此外，於二零二一年十二月三十一日，1,130,000澳門元的租賃負債賬面值獲確認，相關的使用權資產為1,156,000澳門元(二零二零年：租賃負債為838,000澳門元且相關的使用權資產為864,000澳門元)。除出租人持有的租賃資產中的擔保權益以外，租賃協議並無施加任何契約。租賃資產不可就借款用途用作擔保。

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15. TRADE AND OTHER RECEIVABLES

15. 應收貿易賬款

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Trade receivables	應收貿易賬款	54,648	44,769
Less: Allowance for credit losses	減：信貸虧損撥備	(3,013)	(1,315)
		51,635	43,454
Deposits and prepayments	按金及預付款項	2,011	3,179
Deposit for a construction contract	建築合約按金	-	535
Other receivables	其他應收款項	1,335	600
		54,981	47,768
Presented as:	呈列為：		
Non-current	非流動	119	48
Current	流動	54,862	47,720
		54,981	47,768

At 1 January 2020, trade receivables amounted to MOP39,823,000.

At 31 December 2021, trade receivables amounted to MOP51,635,000 (2020: MOP43,454,000) (net of loss allowance of MOP3,013,000 (2020: MOP1,315,000)). The Group usually allows a credit period of 30 to 60 days to its customers. The following is an aging analysis of trade receivables net of allowance for credit losses based on the invoice dates at the end of the reporting period are as follows:

於二零二零年一月一日，應收貿易賬款為39,823,000澳門元。

於二零二一年十二月三十一日，應收貿易賬款為51,635,000澳門元（二零二零年：43,454,000澳門元）（扣除虧損撥備抵3,013,000澳門元（二零二零年：1,315,000澳門元））。本集團向其客戶授出為期30日至60日的信貸期。於各報告期末，應收貿易賬款（扣除信貸虧損撥備）賬齡分析乃按發票日期呈列如下：

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Within 30 days	30日內	18,365	22,711
31 to 60 days	31至60日	8,733	489
61 to 90 days	61至90日	16	3,593
Over 90 days	超過90日	24,521	16,661
		51,635	43,454

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15. TRADE AND OTHER RECEIVABLES (Continued)

Included in the trade receivables are debtors with a carrying amount of MOP33,270,000 (2020: MOP20,743,000) at 31 December 2021, which are past due. Out of the past due balances, MOP24,518,000 (2020: MOP16,619,000) has been past due 90 days or more and is not considered as in default at 31 December 2021 by considering the continuous business relationship and historical repayments from these customers. The Group does not hold any collateral over these balances or charge any interest thereon.

The Group applies the simplified approach to provide for ECL on all trade receivables and contract assets. Trade receivables and contract assets have been assessed for ECL individually.

Before accepting any new customer, the Group assesses the potential customer's credit quality and defines credit limits by customer. In determining the recoverability of trade receivables, the Group considers any change in the credit quality of the customers from the date credit was initially granted up to the end of the reporting period. The majority of the Group's trade receivables that are past due but not impaired are from customers with good credit quality with reference to respective settlement history and forward-looking information and the Group considers any change in the expected life of the trade receivables at the end of the reporting period.

Details of impairment assessment on trade receivables, other receivables and deposits are set out in Note 28.

15. 應收貿易賬款及其他應收款項 (續)

於二零二一年十二月三十一日，應收貿易賬款包括已逾期的賬面值為33,270,000澳門元（二零二零年：20,743,000澳門元）的應收款項。於逾期結餘中，24,518,000澳門元（二零二零年：16,619,000澳門元）已逾期90天或以上及考慮到與該等客戶的持續業務關係及該等客戶的過往還款，於二零二一年十二月三十一日不被視為違約。本集團並無就該等結餘持有任何抵押品或就此收取的任何利息。

本集團採用簡化方法就所有應收貿易賬款及合約資產計提預期信貸虧損。應收貿易賬款及合約資產已就預期信貸虧損單獨評估。

於接受任何新客戶之前，本集團會評估潛在客戶的信貸質素並釐定客戶的信貸限額。於釐定應收貿易賬款的可收回性時，本集團會考慮客戶的信貸質素自信貸最初授出日期起至各報告期末的任何變動。本集團逾期但未減值的應收貿易賬款大部分來自信貸質素良好的客戶，並參考各自的結算歷史及前瞻性質料，且本集團於各報告期末考慮應收貿易賬款的預期年期變動。

有關應收貿易賬款、其他應收款項及按金的減值評估詳情載於附註28。

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16. DEFERRED TAXATION

16. 遞延稅項

		At 31 December 於十二月三十一日	
		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Deferred tax assets	遞延稅項資產	256	-

The following is the major deferred tax assets (liabilities) recognised and movements thereon during the current year:

以下為於本年度內確認的主要遞延稅項資產(負債)及其變動:

		Accelerated tax depreciation 加速稅項折舊 MOP'000 千澳門元	ECL provision 預期信貸 虧損撥備 MOP'000 千澳門元	Unutilised tax loss 未動用的 稅項虧損 MOP'000 千澳門元	Total 總計 MOP'000 千澳門元
At 1 January 2020, 31 December 2020 and 1 January 2021 (Charged) credit to profit or loss	於二零二零年一月一日、 二零二零年十二月三十一日 及二零二一年一月一日 於損益(扣除)計入	- (95)	- 4	- 347	- 256
At 31 December 2021	於二零二一年十二月三十一日	(95)	4	347	256

At the end of the reporting period, the Group has unused tax losses of approximately HK\$3,060,000 (equivalent to approximately MOP3,156,000) (2020: nil) available for offset against future profits. A deferred tax asset has been recognised in respect of tax losses of approximately HK\$3,060,000 (equivalent to approximately MOP3,156,000) (2020: nil) of such losses. The losses may be carried forward indefinitely.

於報告期末，本集團可供抵銷未來溢利的未動用稅項虧損約3,060,000港元(折合約3,156,000澳門元)(二零二零年：無)。已就該等虧損中的稅項虧損約3,060,000港元(折合約3,156,000澳門元)(二零二零年：無)確認遞延稅項資產。虧損可無限期結轉。

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17. CONTRACT ASSETS AND CONTRACT LIABILITIES

17. 合約資產及合約負債

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Contract assets from provision of electrical and mechanical engineering services	來自提供機電工程服務的合約資產		
– Unbilled revenue	– 未開票收入	94,040	51,516
– Retention money	– 保留金	24,677	29,452
		118,717	80,968
Less: Allowance for credit losses	減：信貸虧損撥備	(9,769)	(3,754)
		108,948	77,214
Contract liabilities	合約負債		
Provision of electrical and mechanical engineering services	提供電力及機械工程服務	773	4,612

At 1 January 2020, contract assets and contract liabilities amounted to MOP68,425,000 and MOP63,000 respectively.

The contract assets primarily relate to the Group's right to consideration for work completed and not billed because the rights are conditional on quantity surveyors' or customers' inspection. The contract assets are transferred to trade receivables when the rights become unconditional.

Typical payment terms which impact on the amount of contract assets recognised are as follows:

The Group's construction contracts include payment schedules which require stage payments over the construction period with reference to surveys of work performed to date. The Group typically transfers the contract assets to trade receivables when the rights become unconditional.

於二零二零年一月一日，合約資產及合約負債分別為68,425,000澳門元及63,000澳門元。

合約資產主要與本集團就已竣工而尚未收款的工程收取代價的權利有關，因為相關權利乃以工料測量師或客戶的查驗為條件。合約資產於權利成為無條件時轉為應收貿易賬款。

影響已確認合約資產金額的主要付款條款如下：

本集團的建築合約包括經參考迄今為止所進行的工程調查於建築期間須按階段付款的付款計劃。當權利成為無條件時，本集團通常將合約資產轉移至應收貿易賬款。

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17. CONTRACT ASSETS AND CONTRACT LIABILITIES

The Group also typically agrees to a defect liability period of 1 year from the date of the practical completion of the construction for 5% to 10% of the contract sum. This amount of retention money is included in contract assets until the end of the defect liability period as the Group's entitlement to this final payment is conditional on completion of defect liability period. The defect liability period serves as an assurance that the construction services performed comply with agreed-upon specifications and such assurance cannot be purchased separately. The Group classifies these contract assets as current because the Group expects to realise them in its normal operating cycle.

Retention money is unsecured, interest-free and recoverable at the end of the defect liability period of 1 year from the date of the completion of respective projects.

The amount of receipt in advance from a customer is netted off against retention money on a particular contract basis and presented as contract liabilities. For the contract liabilities at the beginning of the reporting period, MOP4,612,000 (2020: MOP61,000) recognised as revenue in profit or loss during the year ended 31 December 2021.

The increase of contract assets as at 31 December 2021 is the result of the increase in completion of certain significant contracts work of electrical and mechanical engineering services.

The increase of contract liabilities as at 31 December 2021 is the result of receipt in advance from the customers from certain projects.

Details of impairment assessment on contract assets are set out in Note 28.

17. 合約資產及合約負債 (續)

本集團通常亦同意自實際建築竣工日期起計一年按合約金額為5%至10%計算的缺陷責任期。該保留金金額計入合約資產，直至缺陷責任期結束為止，因為本集團收取該最終付款的權利乃以缺陷責任期的結束為條件。缺陷責任期為按協定規範履行建築服務的保證及有關保證不可單獨購買。本集團將該等合約資產分類為流動，因為本集團預期於正常營運週期將其變現。

保留金為無抵押、免息、以及於缺陷責任期（自各項目完成之日起計1年）結束時才可收回。

預收客戶款項按特定合約基準扣除保留金並呈列為合約負債。就於報告期末的合約負債而言，截至二零二一年十二月三十一日止年度於損益內確認收益4,612,000澳門元（二零二零年：61,000澳門元）。

合約資產於二零二一年十二月三十一日增加乃由於若干電力及機械工程服務的重大合約工程完工數目增加所致。

合約負債於二零二一年十二月三十一日增加乃由於預先收到客戶若干項目款項所致。

有關合約資產的減值評估詳情載於附註28。

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18. AMOUNT DUE FROM A RELATED COMPANY

At 31 December 2020, the amount due from a related company of MOP4,000 represented certain expenses paid on behalf of REM Group (Holdings) Limited, a company also controlled by Mr. Wan Man Keung, a non-executive director of the Company. The maximum amount outstanding during the current and prior years was MOP4,000 and the amount was non-trade nature, unsecured, interest-free and repayable on demand.

Details of impairment assessment on amount due from a related company are set out in Note 28.

19. PLEDGED BANK DEPOSITS/TIME DEPOSIT/BANK BALANCES AND CASH

Pledged bank deposits as at 31 December 2021 are pledged to secure the performance bonds (see Note 30) granted to the Group, which carry interest at prevailing market rate of 1.00% (2020: ranged from 0.10% to 1.65%) per annum.

Time deposit represents a bank deposit with original maturity date of over three months and the balance as at 31 December 2021 carried a fixed interest rate ranging from 0.03% to 0.65% (2020: 0.40%) per annum.

As at 31 December 2021, bank balances and cash comprise of cash held and short term bank deposits with an original maturity of three months or less which carry interest at prevailing market rate of 0.001% (2020: ranged from 0.25% to 0.33%) per annum.

Details of impairment assessment on pledged bank deposits, time deposit and bank balances are set out in Note 28.

18. 應收一間關連公司款項

於二零二零年十二月三十一日，應收一間關連公司款項4,000澳門元指代表全達電器集團(控股)有限公司(一間亦由本公司非執行董事尹民強先生控制的公司)支付的若干開支。本年度及過往年度尚未償還的最高款項為4,000澳門元及該款項為非貿易性質、無抵押、免息及須按要求償還。

應收一間關連公司款項的減值評估詳情載列於附註28。

19. 已抵押銀行存款／定期存款／銀行結餘及現金

於二零二一年十二月三十一日的已抵押銀行存款已作抵押以為本集團獲授的履約保函(見附註30)作擔保，按現行市場利率每年1.00%(二零二零年：介乎0.10%至1.65%)計息。

定期存款指原到期日超過三個月的銀行存款及於二零二一年十二月三十一日每年按固定利率介乎0.03%至0.65%(二零二零年：0.40%)計息的結餘。

於二零二一年十二月三十一日，銀行結餘及現金包括初始到期日為三個月或以下的所持現金及短期銀行存款，按現行市場利率每年0.001%(二零二零年：介乎0.25%至0.33%)計息。

有關已抵押銀行存款、定期存款以及銀行結餘的減值評估詳情載於附註28。

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20. TRADE AND OTHER PAYABLES

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Trade payables	應付貿易賬款	20,539	21,605
Retention payables	應付保留金	5,353	3,603
Accrued expenses	應計開支	3,126	2,069
Other payables	其他應付款項	75	113
		29,093	27,390

At 31 December 2021, trade payables amounted to MOP20,539,000 (2020: MOP21,605,000). The credit period of trade payables is ranging from 30 to 90 days. The following is an aging analysis of the trade payables based on the invoice date at the end of the reporting period:

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Within 30 days	30日內	13,796	9,822
31 to 60 days	31至60日	2,879	91
61 to 90 days	61至90日	512	–
Over 90 days	超過90日	3,352	11,692
		20,539	21,605

Included in the Group's trade payables is a related company with carrying amount of MOP4,000 (2020: nil) due to Shun Tat M&E Equipment Limited ("Shun Tat"), of which Mr. Wan Man Keung, a non-executive director of the Company, has significant influence over this company.

20. 應付貿易賬款及其他應付款項

	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Trade payables	20,539	21,605
Retention payables	5,353	3,603
Accrued expenses	3,126	2,069
Other payables	75	113
	29,093	27,390

於二零二一年十二月三十一日，應付貿易賬款為20,539,000澳門元（二零二零年：21,605,000澳門元）。應付貿易賬款的信貸期介乎30至90日。於各報告期末，應付貿易賬款賬齡分析乃按發票日期呈列如下：

	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Within 30 days	13,796	9,822
31 to 60 days	2,879	91
61 to 90 days	512	–
Over 90 days	3,352	11,692
	20,539	21,605

本集團的應付貿易賬款包括一間關連公司，應付順達機電設備有限公司（「順達」）的款項的賬面值為4,000澳門元（二零二零年：零），其中本公司非執行董事尹民強先生對該公司有重大影響。

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21. LEASE LIABILITIES

21. 租賃負債

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Lease liabilities payable:	應付租賃負債：		
Within one year	於一年內	895	761
Within a period of more than one year but not more than two years	於一年以上但不超過兩年的 期間內	235	77
		1,130	838
Less: Amount due for settlement with 12 months shown under current liabilities	減：列作流動負債之於十二個 月內到期結算之款項	(895)	(761)
Amount due for settlement after 12 months under non-current liabilities	列作非流動負債之於十二個月 後到期結算之款項	235	77

22. AMOUNT DUE TO A DIRECTOR OF THE COMPANY

22. 應付本公司一名董事款項

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Mr. Woo Chu Fai	胡柱輝先生	357	23

The amount is non-trade in nature, unsecured, interest-free and repayable on demand.

該款項為非貿易性質、無抵押、免息及須按
要求償還。

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23. BANK BORROWING

23. 銀行借款

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Secured bank borrowing	有抵押銀行借款	7,769	-
The carrying amount of the above borrowing is repayable (based on scheduled repayment dates set out in the loan agreement):	上述借款的賬面值 (根據貸款協議所載計劃還款日期償還)：		
Within one year	一年內	742	-
Within a period of more than one year but not exceeding two years	超過一年但不超過兩年	763	-
Within a period of more than two years but not exceeding five years	超過兩年但不超過五年	2,413	-
Within a period of more than five years	超過五年	3,851	-
		7,769	-
Less: Amount due within one year shown under current liabilities	減：列於流動負債項下於一年內到期之款項	(742)	-
Amount shown under non-current liabilities	列於非流動負債項下之款項	7,027	-

During the year ended 31 December 2021, the Group obtained a new bank loan amounting to HK\$8,000,000 (equivalent to approximately MOP8,252,000) (2020: nil). The loan carries interest at variable market rate of Prime Rate less 2.55% per annum and is repayable in instalments over 10 years. The proceed was used to finance the acquisition of owned property with carrying amount of MOP17,398,000 at 31 December 2021 included in the property, plant and equipment (see Note 14), which is also pledged to the bank to secure the bank loan.

於截至二零二一年十二月三十一日止年度，本集團獲得一筆金額為8,000,000港元（相當於約8,252,000澳門元）（二零二零年：無）的新銀行借款。該貸款按最優惠利率減每年2.55%的可變市場利率計息，且須於10年內分期償還。所得款項用於為收購計入物業、廠房及設備的於二零二一年十二月三十一日的賬面值為17,398,000澳門元的自有物業（見附註14）提供資金，其亦抵押予銀行以擔保銀行貸款。

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24. SHARE CAPITAL

24. 股本

		Number of shares 股份數目	Share capital 股本 MOP'000 千澳門元
Ordinary shares of HK\$0.01 each	每股面值0.01港元的普通股		
Authorised:	法定：		
At 1 January 2020, 31 December 2020 and 31 December 2021	於二零二零年一月一日、 二零二零年十二月三十一日及 二零二一年十二月三十一日	5,000,000,000	51,500
Issued and fully paid:	已發行及繳足：		
At 1 January 2020	於二零二零年一月一日	45,000,000	464
Capitalisation Issue (Note i)	資本化發行 (附註i)	1,455,000,000	15,008
Issue of shares (Note ii)	發行股份 (附註ii)	500,000,000	5,158
At 31 December 2020 and 31 December 2021	於二零二零年十二月三十一日及 二零二一年十二月三十一日	2,000,000,000	20,630

Notes:

- (i) On 22 January 2020, 1,455,000,000 shares of the Company were issued through capitalisation of HK\$14,550,000 (approximately MOP15,008,000) standing to the credit of the share premium account of the Company.
- (ii) On 14 February 2020, the Company issued 500,000,000 new shares at HK\$0.25 each with gross proceeds of HK\$125,000,000 (approximately MOP128,938,000) by initial public offering and then the Company's shares have been listed on the Stock Exchange.

The new shares rank pari passu with the existing shares.

附註：

- (i) 於二零二零年一月二十二日，通過將本公司的股份溢價賬進賬額14,550,000港元(約15,008,000澳門元)進行資本化的方式發行1,455,000,000股本公司股份。
- (ii) 於二零二零年二月十四日，本公司通過首次公開發售發行每股面值0.25港元的500,000,000股新股份，所得款項總額為125,000,000港元(約128,938,000澳門元)及其後本公司的股份於聯交所上市。

新股份與現有股份享有同等地位。

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25. RETIREMENT BENEFITS SCHEME

Eligible employees of the Group are covered by a government-mandated defined contribution plan managed by the Macau Government, namely Social Security Fund Contribution, pursuant to which a fixed amount of retirement benefit would be determined and paid to the Macau Government. Contributions are generally made by both employees and employers by paying a fixed amount on a monthly basis to the Social Security Fund Contribution. The Group funds the entire contribution and has no further commitments beyond its monthly contributions.

The Group participates in the MPF Schemes under the Hong Kong Mandatory Provident Fund Schemes Ordinance for employees employed in Hong Kong. The assets of the MPF Schemes are held separately from those of the Group in funds under the control of an independent trustee. The Group contributes 5% of the relevant payroll costs for each employee to the MPF Schemes, subject to a cap of monthly relevant income of HK\$30,000 for the MPF Schemes, which contribution is matched by employees.

At the end of the reporting period, there were no forfeited contributions which arose upon employees leaving the schemes prior to their interests in the Group's contributions becoming fully vested and which are available to reduce the contributions payable by the Group in future years.

26. RELATED PARTY TRANSACTIONS

Compensation of key management personnel

In addition to the transactions and balances disclosed elsewhere in the consolidated financial statements, the Group entered into the following related party transactions:

- (i) During the current reporting period, the Group has made purchases of materials from Shun Tat amounting to MOP115,000 (2020: nil).
- (ii) Compensation of key management personnel represents the remuneration of the directors of the Company during both years, which is disclosed in Note 10.

25. 退休福利計劃

本集團的合資格僱員已參與澳門政府管理的政府強制性定額供款計劃(即社會保障基金供款)，據此，澳門政府將釐定及支付定額退休福利。供款一般由僱員及僱主共同作出，僱員及僱主須每月向社會保障基金供款支付定額款項。本集團為整個供款提供資金，除每月供款外，並無其他承擔。

本集團根據香港強制性公積金計劃條例為在香港僱用的僱員參與強積金計劃。強積金計劃的資產與由獨立受託人控制的基金項下的本集團資產分開持有。本集團向強積金計劃作出每名僱員相關薪金成本5%的供款，惟強積金計劃的每月相關收入上限為30,000港元，該供款由僱員配對。

於各報告期末，概無因僱員於本集團供款的權益悉數歸屬前退出計劃而產生且可用以扣除未來數年本集團應付供款的已沒收供款。

26. 關連方交易

主要管理人員酬金

除綜合財務報表其他地方所披露的交易及結餘外，本集團訂立下列關連方交易：

- (i) 於本報告期間，本集團自順達購買金額為115,000澳門元(二零二零年：零)的材料。
- (ii) 主要管理人員酬金指本公司董事於兩個年度的薪酬，披露於附註10。



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27. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year.

The capital structure of the Group is equity, comprising share capital and reserves.

The directors of the Company review the capital structure on a regular basis. As part of this review, the directors of the Company consider the cost of capital and the risks associated with each class of capital. Based on recommendations of the directors of the Company, the Group will balance its overall capital structure through the payment of dividends and issue of new shares and debts.

28. FINANCIAL INSTRUMENTS

Categories of financial instruments

		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Financial assets	金融資產		
Amortised cost	攤銷成本	123,245	176,285
Financial liabilities	金融負債		
Amortised cost	攤銷成本	34,093	25,344
Lease liabilities	租賃負債	1,130	838

Financial risk management objectives and policies

The Group's major financial instruments include trade receivables, deposits, other receivables, amount due from a related company, pledged bank deposits, time deposit, bank balances and cash, trade and other payables, amount due to a director of the Company, lease liabilities and bank borrowing. Details of these financial instruments are disclosed in respective notes. The risks associated with these financial instruments and the policies on how to mitigate these risks are set out below. Management of the Group manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

27. 資本風險管理

本集團管理其資本，以確保本集團將能繼續持續經營，同時透過優化債務與權益之間的平衡為股東帶來最大回報。自去年起，本集團的整體策略維持不變。

本集團的資本架構為權益（包括股本及儲備）。

本公司董事按持續基準檢討資本架構。作為該項檢討的一部分，本公司董事考慮資本成本及與各類資本相關的風險。根據本公司董事的推薦意見，本集團將透過支付股息及發行新股及債務平衡其整體資本架構。

28. 金融工具

金融工具分類

金融風險管理目標及政策

本集團的主要金融工具包括應收貿易賬款、按金、其他應收款項、應收一間關連公司款項、已抵押銀行存款、定期存款、銀行結餘及現金、應付貿易賬款及其他應付款項、應付本公司一名董事款項、租賃負債及銀行借款。該等金融工具的詳情已於相關附註披露。與該等金融工具有關的風險及如何降低該等風險的政策載於下文。本集團管理層管理及監察該等風險，以確保及時有效地執行適當措施。

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Market risk

Currency risk

The carrying amounts of the Group's monetary assets (representing pledged bank deposits) denominated in currencies other than the respective group entities' functional currencies at the end of the reporting period are MOP1,493,000 (2020: MOP19,434,000).

The Group currently does not have a foreign currency hedging policy in respect of foreign currency exposure. However, management monitors the related foreign currency exposure closely and will consider hedging significant currency exposure should the need arise.

As the exchange rate of HK\$/MOP is relatively stable, the Group does not expect any significant foreign currency exposure arising from the fluctuation of the HK\$/MOP exchange rates. As a result, management of the Group considers that the sensitivity of the Group's exposure towards the change in foreign exchange rates between HK\$/MOP is minimal.

Interest rate risk

The Group is exposed to cash flow interest rate risk in relation to variable-rate pledged bank deposits, bank balances and variable-rate bank borrowing. The Group is also exposed to fair value interest rate risk in relation to fixed-rate time deposit and lease liabilities. The Group currently does not enter into any hedging instrument for cash flow interest rate risk.

Management of the Group considers that the overall interest rate risk is not significant and no sensitivity analysis is presented.

28. 金融工具 (續)

金融風險管理目標及政策 (續)

市場風險

貨幣風險

於報告期末，本集團以各集團實體的功能貨幣以外的貨幣計值的貨幣資產(指已抵押銀行存款)之賬面值為1,493,000澳門元(二零二零年：19,434,000澳門元)。

本集團現時並無有關外幣風險的外幣對沖政策。然而，管理層密切監控相關外幣風險並將於需要時考慮對沖重大貨幣風險。

由於港元兌澳門元的匯率相對穩定，本集團預期不會因港元兌澳門元的匯率波動而產生任何重大外幣風險。因此，本集團管理層認為，本集團對港元與澳門元之間匯率變動的風險敏感度屬輕微。

利率風險

本集團面臨與浮息已抵押銀行存款、銀行結餘及浮息銀行借款有關的現金流量利率風險。本集團亦面臨有關固定定期存款及租賃負債的公平值利率風險。本集團目前並無就現金流量利率風險訂立任何對沖工具。

本集團管理層認為整體利率風險並不重大，且並無呈列敏感度分析。



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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Credit risk and impairment assessment

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. At the end of the reporting period, the Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties arises from the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position.

Trade receivables and contract assets arising from contracts with customers

In order to minimise credit risk, the Group has delegated its finance team to develop and maintain the Group's credit risk grading to categorised exposures according to their degree of risk of default. The finance team uses publicly available financial information, whenever available, and/or the Group's own historical repayment records to rate its major customers and debtors. The Group's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded spreads amongst counterparties.

The Group is exposed to concentration of credit risk at 31 December 2021 on contract assets and trade receivables from the Group's top five customers and the largest customers amounting to MOP93,121,000 and MOP41,601,000 (2020: MOP97,498,000 and MOP56,334,000), and accounted for approximately 85% and 81% (2020: 80% and 47%) of the Group's total trade receivables and contract assets.

28. 金融工具 (續)

金融風險管理目標及政策 (續)

信貸風險及減值評估

信貸風險指對手方違反合約責任導致本集團財務虧損的風險。於各報告期末，本集團所面對最高信貸風險將導致本集團因對方未能履行責任而產生財務虧損，有關風險乃來自已於綜合財務狀況表所列的各項已確認的金融資產賬面值。

應收貿易賬款及客戶合約產生的合約資產

為最大限度降低信貸風險，本集團已委派其財務小組制定及維持其信貸風險等級以根據違約風險程度對風險進行分類。財務小組使用公開可得的財務資料（如有）及／或本集團自身過往還款記錄對其主要客戶及債務人進行評級。本集團持續監察風險及其交易對手的信貸素質及將已達成交易的總值於對手間進行分攤。

於二零二一年十二月三十一日，本集團面臨來自本集團五大主要客戶及最大客戶的合約資產及應收貿易賬款為93,121,000澳門元及41,601,000澳門元（二零二零年：97,498,000澳門元及56,334,000澳門元）的信貸集中風險，該等款項佔本集團應收貿易賬款及合約資產總額的約85%及81%（二零二零年：80%及47%）。

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Credit risk and impairment assessment (Continued)

Trade receivables and contract assets arising from contracts with customers (Continued)

For trade receivables and contract assets, the Group has applied the simplified approach in HKFRS 9 to measure the loss allowance at lifetime ECL. Trade receivables and contract assets are assessed individually for impairment assessment based on the Group's internal credit rating, historical credit loss experience, aging analysis, repayment history and/or past due status of respective trade receivables and contract assets, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. In this regard, the directors of the Company considered that the credit risk for trade receivables and contract assets is significantly reduced at the end of the reporting period.

Deposits, other receivables, amount due from a related company, pledged bank deposits, time deposit and bank balances

At 31 December 2021, the gross carrying amount of rental deposits amounted to MOP313,000 (2020: MOP390,000), and management of the Group makes periodic individual assessments on the recoverability of deposits based on landlords' credit quality. Management of the Group believes there is no material credit risk inherent in the Group's outstanding balances of deposits. The directors of the Company considered that ECL for rental deposits is insignificant at the end of the reporting period.

Management of the Group makes individual assessment on the recoverability of other receivables and amount due from a related company based on historical settlement records, past experience, and also available reasonable and supportive forward-looking information. Management of the Group believes that there is no material credit risk inherent in these outstanding balances. The directors of the Company considered that ECL for these outstanding balances is insignificant at the end of the reporting period.

28. 金融工具 (續)

金融風險管理目標及政策 (續)

信貸風險及減值評估 (續)

應收貿易賬款及客戶合約產生的合約資產 (續)

就應收貿易賬款及合約資產而言，本集團已應用香港財務報告準則第9號內的簡化方法計量全期預期信貸虧損的虧損撥備。應收貿易賬款及合約資產乃根據本集團的內部信用評級、過往的信貸虧損經驗、賬齡分析、還款記錄及／或各應收貿易賬款的逾期狀況及合約資產對減值評估進行個別評估，並就債務人的特定因素、整體經濟環境，以及對於報告日期的當前情況及未來情況的預測（包括貨幣時間價值（如適用））所作出的評估作出調整。就此而言，本公司董事認為於報告期末的應收貿易賬款及合約資產的信貸風險已大幅減小。

按金、其他應收款項、應收一間關連公司款項、已抵押銀行存款、定期存款及銀行結餘

於二零二一年十二月三十一日，租賃按金賬面總值為313,000澳門元（二零二零年：390,000澳門元），而本集團管理層定期根據業主的信貸質素對按金的可收回性進行個別評估。本集團管理層認為本集團未償還按金結餘並無重大信貸風險。本公司董事認為租賃按金的預期信貸虧損於報告期末並不重大。

本集團的管理層根據歷史結算記錄、過往經驗以及可得的合理及支持性前瞻性資料，對其他應收款項及應收一間關連公司款項的可收回性進行個別評估。本集團管理層認為，該等未償還結餘並無固有重大信貸風險。本公司董事認為該等未償還結餘的預期信貸虧損於報告期末並不重大。

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Credit risk and impairment assessment (Continued)

Deposits, other receivables, amount due from a related company, pledged bank deposits, time deposit and bank balances (Continued)

The Group placed deposits only with those sizeable and reputable banks. Over 97% (2020: 99%) of the Group's bank deposits are deposited to state-owned corporations with high credit ratings assigned by international credit agencies. The Group assessed 12m ECL for time deposits, pledged bank deposits and bank balances by reference to published information relating to the probability of default and considered the ECL to be insignificant and no loss allowance was recognised.

The Group's internal credit risk grading assessment comprises the following categories:

28. 金融工具 (續)

金融風險管理目標及政策 (續)

信貸風險及減值評估 (續)

按金、其他應收款項、應收一間關連公司款項、已抵押銀行存款、定期存款及銀行結餘 (續)

本集團僅將按金存放於規模大及信譽良好的銀行。本集團超過97% (二零二零年：99%) 的銀行存款存放於國際信用評級機構指定為高信用評級的國有企業。本集團透過參考有關違約機率的已刊發資料對定期存款、抵押銀行存款及銀行結餘進行12個月預期信貸虧損評估，並認為預期信貸虧損為不重大，故本集團並無確認虧損撥備。

本集團內部信貸風險等級評估由以下類別構成：

Category 類別	Description 描述	Trade receivables/ contract assets 應收貿易賬款／合約資產	Other financial assets 其他金融資產
Low risk 低風險	The counterparty has a low risk of default and does not have any past-due amounts 對手方的違約風險較低，且並無任何逾期款項	Lifetime ECL – not credit-impaired 全期預期信貸虧損 – 並無出現信貸減值	12m ECL 12個月預期信貸虧損
Watch list 列入監察名單	Debtor frequently repays after due dates but usually settle in full 債務人經常於到期日後還款，但通常會清償款項	Lifetime ECL – not credit-impaired 全期預期信貸虧損 – 並無出現信貸減值	12m ECL 12個月預期信貸虧損
Doubtful 存疑	There have been significant increases in credit risk since initial recognition through information developed internally or external resources 內部或外部資料來源所得資料顯示信貸風險自初始確認以來顯著增加	Lifetime ECL – not credit-impaired 全期預期信貸虧損 – 並無出現信貸減值	Lifetime ECL – not credit-impaired 全期預期信貸虧損 – 並無出現信貸減值
Loss 虧損	There is evidence indicating the asset is credit-impaired 有證據顯示資產已出現信貸減值	Lifetime ECL – credit-impaired 全期預期信貸虧損 – 出現信貸減值	Lifetime ECL – credit-impaired 全期預期信貸虧損 – 出現信貸減值

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Credit risk and impairment assessment (Continued)

The tables below detail the credit risk exposures of the Group's financial assets and contract assets which are subject to ECL assessment:

28. 金融工具 (續)

金融風險管理目標及政策 (續)

信貸風險及減值評估 (續)

下表詳列須進行預期信貸虧損評估的本集團金融資產及合約資產的信貸風險：

	Notes 附註	External credit rating 外部信貸 評級	Internal credit rating 內部信貸 評級	12m ECL or lifetime ECL 12個月預期信貸虧損或 全期預期信貸虧損	Gross carrying amount as at 31 December 於十二月三十一日總賬面值	
					2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Financial assets at amortised cost 按攤銷成本列賬的金融資產						
Trade receivables 應收貿易賬款	15	N/A 不適用	Low risk 低風險	Lifetime ECL - not credit-impaired 全期預期信貸虧損 - 並無出現信貸減值	35,794	21,156
			Watch List 列入監察名單	Lifetime ECL - not credit-impaired 全期預期信貸虧損 - 並無出現信貸減值	3,415	6,450
			Doubtful 呆賬	Lifetime ECL - not credit-impaired 全期預期信貸虧損 - 並無出現信貸減值	15,408	17,163
			Loss 虧損	Lifetime ECL - credit-impaired 全期預期信貸虧損 - 已出現信貸減值	31	-
					54,648	44,769
Deposit for a construction contract 建築合約按金	15	N/A 不適用	Low risk 低風險	12m ECL 12個月預期信貸虧損	-	535
Deposits and other receivables 按金及其他應收款項	15	N/A 不適用	Low risk 低風險	12m ECL 12個月預期信貸虧損	1,648	990

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Credit risk and impairment assessment (Continued)

28. 金融工具 (續)

金融風險管理目標及政策 (續)

信貸風險及減值評估 (續)

	Notes 附註	External credit rating 外部信貸 評級	Internal credit rating 內部信貸 評級	12m ECL or lifetime ECL 12個月預期信貸虧損或 全期預期信貸虧損	Gross carrying amount as at 31 December 於十二月三十一日總賬面值	
					2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Financial assets at amortised cost (Continued) 按攤銷成本列賬的金融資產 (續)						
Amount due from a related company 應收一間關連公司款項	18	N/A 不適用	Low risk 低風險	12m ECL 12個月預期信貸虧損	-	4
Pledged bank deposits 已抵押銀行存款	19	A1	N/A 不適用	12m ECL 12個月預期信貸虧損	1,493	19,434
Time deposit 定期存款	19	A1	N/A 不適用	12m ECL 12個月預期信貸虧損	28,194	6,474
Bank balances 銀行結餘	19	A1	N/A 不適用	12m ECL 12個月預期信貸虧損	40,243	105,394
					69,930	131,302
Other item 其他項目						
Contract assets 合約資產	17	N/A 不適用	Low risk 低風險	Lifetime ECL - not credit-impaired 全期預期信貸虧損 - 並無出現信貸減值	71,004	10,241
			Watch list 列入監察名單	Lifetime ECL - not credit-impaired 全期預期信貸虧損 - 並無出現信貸減值	118	24,289
			Doubtful 呆賬	Lifetime ECL - not credit-impaired 全期預期信貸虧損 - 並無出現信貸減值	46,127	46,438
			Loss 虧損	Lifetime ECL - credit-impaired 全期預期信貸虧損 - 已出現信貸減值	1,468	-
					118,717	80,968

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Credit risk and impairment assessment (Continued)

The following table shows movements in lifetime ECL that has been recognised for trade receivables and contract assets under the simplified approach.

28. 金融工具 (續)

金融風險管理目標及政策 (續)

信貸風險及減值評估 (續)

下表列示根據簡化方法確認的應收貿易賬款及合約資產全期預期信貸虧損變動。

		合約資產 Contract assets		應收貿易賬款 Trade receivables		
		全期預期 信貸虧損 (並無出現 信貸減值)	全期預期信貸 虧損 (已出現 信貸減值)	全期預期 信貸虧損 (並無出現 信貸減值)	全期預期 信貸虧損 (出現 信貸減值)	合計
		Lifetime ECL (not credit- impaired)	Lifetime ECL (credit- impaired)	Lifetime ECL (not credit- impaired)	Lifetime ECL (credit- impaired)	Total
		千澳門元	千澳門元	千澳門元	千澳門元	千澳門元
		MOP'000	MOP'000	MOP'000	MOP'000	MOP'000
At 1 January 2020	於二零二零年一月一日	136	-	269	216	621
Impairment losses reversed	已撥回減值虧損	-	-	(255)	(216)	(471)
Impairment loss recognised for new financial assets originated	新產生金融資產之 已確認減值虧損	3,618	-	1,301	-	4,919
At 31 December 2020	於二零二零年 十二月三十一日	3,754	-	1,315	-	5,069
Impairment losses reversed	已撥回減值虧損	(1,457)	-	(1,131)	-	(2,588)
Changes due to financial instruments recognised as at 1 January 2021	於二零二一年一月一日 確認之因金融工具而 產生之變動					
- Transfer to credit-impaired	- 轉入信貸減值	(56)	56	(1)	1	-
- Impairment losses recognised	- 已確認減值虧損	5,134	1,412	415	30	6,991
Impairment losses recognised for new financial assets originated	新產生金融資產之 已確認減值虧損	926	-	2,384	-	3,310
At 31 December 2021	於二零二一年 十二月三十一日	8,301	1,468	2,982	31	12,782

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Credit risk and impairment assessment (Continued)

At 31 December 2021, the estimated loss rates for trade receivables and contract assets ranged from 0.16% to 18% (2020: 0.16% to 6%). The increase in loss rates reflects a higher risk of credit default arising from the greater uncertainty triggered by the prolonged Covid-19 pandemic. During the current year, following the suspension of a project in Macau, the increase in ECL is mainly caused by significant increase in credit risk of two customers, of which the related gross carrying amounts of these two customers' trade receivables and contract assets of MOP11,335,000 and MOP30,637,000 (2020: MOP17,163,000 and MOP46,438,000) are considered as doubtful balances. ECL of an aggregate amount of MOP7,555,000 out of the total ECL provision of MOP12,782,000 (2020: MOP3,816,000 out of the total ECL provision of MOP5,069,000) has been provided for these balances.

The loss rates are determined based on historical observed default rates over the expected life of the debtor, and are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables, which include the forecast of GDP in Macau. The contract assets relate to unbilled work in progress and retention money and have substantially the same risk characteristics as the trade receivables for the same types of contracts. Management has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

Liquidity risk

In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

28. 金融工具 (續)

金融風險管理目標及政策 (續)

信貸風險及減值評估 (續)

於二零二一年十二月三十一日，應收貿易賬款及合約資產的估計損失率介乎0.16%至18% (二零二零年：0.16%至6%)。損失率上升反映Covid-19大流行時間延長引發的更大不確定性導致信貸違約風險加大。於當前年度，於暫停澳門項目後，預期信貸虧損增加主要是由於兩名客戶之信貸風險大幅增加，其中該等兩名客戶之應收貿易賬款及合約資產之相關總賬面值11,335,000澳門元及30,637,000澳門元 (二零二零年：17,163,000澳門元及46,438,000澳門元) 被視為呆賬結餘。預期信貸虧損撥備總額12,782,000澳門元中的預期信貸虧損總額7,555,000澳門元 (二零二零年：預期信貸虧損撥備總額5,069,000澳門元中的3,816,000澳門元) 已就該等結餘計提撥備。

損失率乃基於債務人預期年期的過往觀察所得違約率釐定，並對其進行調整以反映有關影響客戶清償應收款項能力的宏觀經濟因素的當前及前瞻性資料，包括對澳門本地生產總值的預測。合約資產涉及未完工在建工程及保留金，且與相同類型合約的應收貿易賬款具有大致相同的風險特徵。因此，管理層認為，應收貿易賬款的預期損失率與合約資產損失率合理相若。

流動資金風險

在管理流動資金風險時，本集團監察及維持管理層認為充足的現金及現金等價物水平，以便為本集團的業務提供資金，並減低現金流量波動的影響。

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28. FINANCIAL INSTRUMENTS (Continued)

Financial risk management objectives and policies

(Continued)

Liquidity risk

The following table details the Group's remaining contractual maturity for its financial liabilities based on the agreed repayment terms. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The maturity dates for non-derivative financial liabilities are based on the agreed repayment dates. The table includes both interest and principal cash flows.

		Weighted average interest rate	On demand or less than 1 year	1-2 years	2-5 years	Over 5 years	Total undiscounted cash flows	Carrying amount
		加權平均利率	按要求或少於1年	1至2年	2至5年	5年以上	未貼現現金流量總額	賬面值
		%	MOP'000	MOP'000	MOP'000	MOP'000	MOP'000	MOP'000
		%	千澳門元	千澳門元	千澳門元	千澳門元	千澳門元	千澳門元
At 31 December 2021	於二零二一年十二月三十一日							
Trade and other payables	應付貿易賬款及其他應付款項	-	25,967	-	-	-	25,967	25,967
Lease liabilities	租賃負債	5	941	240	-	-	1,181	1,130
Amount due to a director of the Company	應付本公司一名董事款項	-	357	-	-	-	357	357
Bank borrowing	銀行借款	2.45	942	943	2,827	4,085	8,797	7,769
			28,207	1,183	2,827	4,085	36,302	35,223
At 31 December 2020	於二零二零年十二月三十一日							
Trade and other payables	應付貿易賬款及其他應付款項	-	25,321	-	-	-	25,321	25,321
Lease liabilities	租賃負債	5	766	96	-	-	862	838
Amount due to a director of the Company	應付本公司一名董事款項	-	23	-	-	-	23	23
			26,110	96	-	-	26,206	26,182

Fair value measurements of financial instruments

The fair value of financial assets and financial liabilities is determined in accordance with generally accepted pricing models based on discounted cash flow analysis.

The directors of the Company consider that the carrying amounts of financial assets and liabilities recorded at amortised cost in the consolidated financial statements approximate their fair values at the end of the reporting period.

28. 金融工具 (續)

金融風險管理目標及政策 (續)

流動資金風險

下表詳列本集團根據協定還款條款有關其金融負債的餘下合約到期日。該表乃根據本集團可能須支付的最早日期的金融負債的未貼現現金流量編製。非衍生金融負債的到期日基於約定的還款日期。該表包括利息及本金現金流量。

金融工具的公平值計量

金融資產及金融負債的公平值乃根據基於貼現現金流量分析的公認定價模型釐定。

本公司董事認為，於綜合財務報表中按攤銷成本記錄的金融資產及負債的賬面值與其於報告期末的公平值相若。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 綜合財務報表附註

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29. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES 29. 產生自融資活動的負債對賬

		Lease liabilities MOP'000 千澳門元	Amount due to a director of the Company 應付本公司一名董事款項 MOP'000 千澳門元	Bank borrowing MOP'000 千澳門元	Accrued issue costs 應計發行成本 MOP'000 千澳門元
At 1 January 2020	於二零二零年一月一日	1,326	367	-	1,279
Financing cash flow	融資現金流量	(1,418)	(344)	-	(20,045)
Interest expenses	利息開支	96	-	-	-
Early termination of lease contract	租賃合約提前終止	(267)	-	-	-
New leases entered	訂立的新租約	1,101	-	-	-
Issue costs accrued	應計發行成本	-	-	-	18,766
At 31 December 2020	於二零二零年十二月三十一日	838	23	-	-
Financing cash flow	融資現金流量	(1,320)	334	7,624	-
Interest expenses	利息開支	106	-	145	-
New leases entered	訂立的新租約	1,506	-	-	-
At 31 December 2021	於二零二一年十二月三十一日	1,130	357	7,769	-

30. PERFORMANCE BONDS

As at 31 December 2021, the Group has outstanding performance bonds in respect of construction contracts through a bank amounting to MOP1,493,000 (2020: MOP19,434,000). The bonds are secured by pledged bank deposits as disclosed in Note 19.

31. NON-CASH TRANSACTIONS

Right-of-use assets for buildings with a total capital value of MOP1,506,000 (2020: MOP1,101,000) and the same amount of lease liabilities were recognised during the year ended 31 December 2021. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor.

Leased assets may not be used as security for borrowing purposes.

30. 履約保函

於二零二一年十二月三十一日，本集團通過銀行就建築合約擁有未償還履約保函1,493,000澳門元（二零二零年：19,434,000澳門元）。該等保證由附註19所披露的已抵押銀行存款作擔保。

31. 非現金交易

於截至二零二一年十二月三十一日止年度，確認總資本值為1,506,000澳門元（二零二零年：1,101,000澳門元）的樓宇使用權資產及相同金額的租賃負債。除出租人所持租賃資產的抵押權益外，租賃協議並無隱含任何契諾。

租賃資產不得用作借貸的抵押品。

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32. PARTICULAR OF SUBSIDIARIES

Particulars of the Company's subsidiaries as at 31 December 2021 and 2020 are as follows:

Name of subsidiary 附屬公司名稱	Place of incorporation 註冊地點	Place of operation 營運地點	Issued and fully paid share capital 已發行及繳足股本	Attributable equity interest of the Group Principal 本集團應佔股權		Principal activities 主營業務
				2021 二零二一年	2020 二零二零年	
Directly held: 直接持有：						
SEM Investments Limited	BVI	Hong Kong	US\$1	100%	100%	Investment holding
SEM Investments Limited	英屬處女群島	香港	1美元	100%	100%	投資控股
Indirectly held: 間接持有：						
SEM Development Limited	BVI	Hong Kong	US\$1	100%	100%	Investment holding
SEM Development Limited	英屬處女群島	香港	1美元	100%	100%	投資控股
SEM Resources Limited	Hong Kong	Hong Kong	HK\$1	100%	100%	Provision of administrative support for the Group and provision of electrical and mechanical engineering services
SEM Resources Limited	香港	香港	1港元	100%	100%	為本集團提供行政支持並提供電力及機械工程服務
Ready System Engineering Limited	Macau	Macau	MOP25,000	100%	100%	Provision of electrical and mechanical engineering services
全達系統工程有限公司	澳門	澳門	25,000澳門元	100%	100%	提供電力及機械工程服務

None of the subsidiaries had issued any debt securities at the end of the reporting period.

33. SHARE OPTION SCHEME

On 22 January 2020, the Company conditionally adopted a share option scheme (the "Share Option Scheme") as incentive or reward for contributions that the eligible participants have made or may make to the Group. Pursuant to the Share Option Scheme, the Company may grant options to any employee, advisor, consultant, service provider, agent, client, partner or joint-venture partner of the Company or its subsidiary (including any director or any director of the Group's subsidiaries) who is in full-time or part-time employment with or otherwise engaged by the Company or any subsidiary at the time when an option is granted to such person under the Share Option Scheme or any person who, in the absolute discretion of the board, has contributed or may contribute to the Group (the "Eligible Participants") to subscribe for the shares thereby linking their interest with that of the Group.

32. 附屬公司的詳情

於二零二一年及二零二零年十二月三十一日本公司附屬公司的詳情如下：

Name of subsidiary 附屬公司名稱	Place of incorporation 註冊地點	Place of operation 營運地點	Issued and fully paid share capital 已發行及繳足股本	Attributable equity interest of the Group Principal 本集團應佔股權		Principal activities 主營業務
				2021 二零二一年	2020 二零二零年	
Directly held: 直接持有：						
SEM Investments Limited	BVI	Hong Kong	US\$1	100%	100%	Investment holding
SEM Investments Limited	英屬處女群島	香港	1美元	100%	100%	投資控股
Indirectly held: 間接持有：						
SEM Development Limited	BVI	Hong Kong	US\$1	100%	100%	Investment holding
SEM Development Limited	英屬處女群島	香港	1美元	100%	100%	投資控股
SEM Resources Limited	Hong Kong	Hong Kong	HK\$1	100%	100%	Provision of administrative support for the Group and provision of electrical and mechanical engineering services
SEM Resources Limited	香港	香港	1港元	100%	100%	為本集團提供行政支持並提供電力及機械工程服務
Ready System Engineering Limited	Macau	Macau	MOP25,000	100%	100%	Provision of electrical and mechanical engineering services
全達系統工程有限公司	澳門	澳門	25,000澳門元	100%	100%	提供電力及機械工程服務

於各報告期末附屬公司並無發行任何債務證券。

33. 購股權計劃

於二零二零年一月二十二日，本公司有條件的採納購股權計劃（「購股權計劃」），以激勵或表彰合資格參與者對本集團作出的或可能作出的貢獻。根據購股權計劃，本公司可向本公司或其附屬公司的任何僱員、諮詢人員、顧問、服務供應商、代理、客戶、合夥人或合營企業合夥人（包括任何董事或本集團附屬公司的任何董事）授出購股權，而有關人士於獲授購股權計劃項下購股權時須為全職或兼職僱員或經本公司或任何附屬公司以其他方式委聘，或向董事會全權酌情認為對本集團作出或可能做出貢獻的任何人士（「合資格參與者」）授出購股權供其認購股份，與本集團保持一致利益。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

33. SHARE OPTION SCHEME (Continued)

Subject to the terms of the Share Option Scheme, the board may, in their absolute discretion make offer to the Eligible Participants. The Share Option Scheme will remain in force for a period of 10 years from the date of adoption, after which period no further options will be granted but the provisions of the Share Option Scheme shall remain in force to the extent necessary to give effect to the exercise of any options granted or exercised prior thereto or otherwise as may be required in accordance with the provisions of the Share Option Scheme.

The maximum number of shares in respect of which options may be granted at any time under the Share Option Scheme (together with options which may be granted under any other share option schemes) shall not exceed such number of shares as equals to 10% of the issued share capital of the Company at the date of Listing.

The total number of shares issued and to be issued upon exercise of the options granted to each grantee (including both exercised or outstanding options) in any 12-month period must not exceed 1% of the shares in issue.

The subscription price for shares under the Share Option Scheme shall be determined by the board, but in any event will not be less than the highest of (i) the closing price of the shares on the Stock Exchange as shown in the daily quotations sheet of the Stock Exchange on the offer date of the particular option, which must be a business day; (ii) the average of the closing prices of the shares as shown in the daily quotation sheets of the Stock Exchange for the five business days immediately preceding the offer date of the particular option; and (iii) the nominal value of a share on the offer date of the particular option.

During the year ended 31 December 2021 and 2020, there were no share options outstanding under the Share Option Scheme nor were any share options granted, agreed to be granted, exercised, cancelled or lapsed under the Share Option Scheme.

33. 購股權計劃 (續)

受限於購股權計劃的條款，董事會可全權酌情考慮向合資格參與者提供購股權。購股權計劃將自採納日期起維持10年效力，該段期間後將不再授出任何購股權，惟就行使先前已授出或已行使的任何購股權或購股權計劃條文另有規定者則仍在必要的範圍內繼續生效。

根據購股權計劃於任何時候可能授出的購股權（連同根據任何其他購股權計劃可能授出的購股權）涉及的股份最大數目將不得超過相當於上市日期時本公司已發行股本10%的股份數目。

於任何12個月期間內，各獲授人行使獲授購股權後發行及將予發行的股份總數（包括已行使或尚未行使的購股權）不得超過已發行股份的1%。

購股權計劃項下股份的認購價將由董事會釐定，無論如何將不會低於以下最高者：(i) 授出有關購股權當日（必須為營業日）聯交所每日報價表所列股份收市價；(ii) 緊接有關購股權授出日期前五個營業日聯交所每日報價表所列股份平均收市價；及(iii) 授出有關購股權當日之股份面值。

截至二零二一年及二零二零年十二月三十一日止年度，購股權計劃項下概無未行使購股權，其項下亦無任何購股權獲授出、同意將授出、行使、註銷或失效。

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34. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY 34. 本公司財務狀況表及儲備

	<i>Notes</i> <i>附註</i>	2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元
Non-current assets			
Property, plant and equipment		4	4
Investment in a subsidiary		1	1
Amounts due from subsidiaries		26,322	-
		26,327	5
Current assets			
Other receivables		898	2,281
Amounts due from subsidiaries		-	278
Time deposit		20,659	-
Bank balances		8,310	72,506
		29,867	75,065
Current liabilities			
Other payables		980	866
Amount due to a subsidiary		-	13,668
		980	14,534
Net current assets		28,887	60,531
Total assets less current liabilities		55,214	60,536
Capital and reserves			
Share capital	24	20,630	20,630
Reserves	(a)	34,584	39,906
		55,214	60,536

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 綜合財務報表附註

For the year ended 31 December 2021 截至二零二一年十二月三十一日止年度

34. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY (Continued) 34. 本公司財務狀況表及儲備 (續)

Note (a): Movements in reserves of the Company

附註(a): 本公司儲備變動

		Share premium 股份溢價 MOP'000 千澳門元	Accumulated losses 累計虧損 MOP'000 千澳門元	Total 總計 MOP'000 千澳門元
At 1 January 2020	於二零二零年一月一日	–	(31,382)	(31,382)
Loss and total comprehensive expenses for the year	年內虧損及全面開支總額	–	(13,221)	(13,221)
Issue of shares (Note 24)	發行股份 (附註24)	123,780	–	123,780
Transaction costs attributable to issue of new shares	發行新股份應佔交易成本	(24,263)	–	(24,263)
Capitalisation Issue (Note 24)	資本化發行 (附註24)	(15,008)	–	(15,008)
At 31 December 2020	於二零二零年十二月三十一日	84,509	(44,603)	39,906
Loss and total comprehensive expenses for the year	年內虧損及全面開支總額	–	(5,322)	(5,322)
At 31 December 2021	於二零二一年十二月三十一日	84,509	(49,925)	34,584

FINANCIAL SUMMARY

財務概要

A summary of the published results and of the assets, liabilities and equity of the Group for the last five financial years set out below.

本集團過去五個財政年度的已刊發業績以及其資產、負債及權益的概要載於下表。

RESULTS

業績

		Year ended 31 December 截至十二月三十一日止年度				
		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元	2019 二零一九年 MOP'000 千澳門元	2018 二零一八年 MOP'000 千澳門元	2017 二零一七年 MOP'000 千澳門元
Revenue	收益	182,176	70,239	203,087	185,229	207,913
(Loss) profit before taxation	除稅前(虧損)溢利	(4,957)	(19,409)	27,287	48,413	44,909
Taxation	稅項	(14)	(806)	(7,020)	(6,927)	(6,010)
(Loss) profit for the year	年內(虧損)溢利	(4,971)	(20,215)	20,267	41,486	38,899
Attributable to: Owners of the Company	以下人士應佔： 本公司擁有人	(4,971)	(20,215)	20,267	41,486	38,899

ASSETS AND LIABILITIES

資產及負債

		As at 31 December 於十二月三十一日				
		2021 二零二一年 MOP'000 千澳門元	2020 二零二零年 MOP'000 千澳門元	2019 二零一九年 MOP'000 千澳門元	2018 二零一八年 MOP'000 千澳門元	2017 二零一七年 MOP'000 千澳門元
Total assets	資產總值	273,411	272,110	207,333	174,099	136,234
Total liabilities	負債總額	(42,515)	(36,243)	(55,926)	(42,959)	(32,655)
Total equity	權益總額	230,896	235,867	151,407	131,140	103,579
Attributable to: Owners of the Company	以下人士應佔： 本公司擁有人	230,896	235,867	151,407	131,140	103,579

The summary of the combined results of the Group for the two years ended 31 December 2017 and 2018; and the combined assets and liabilities of the Group as at 31 December 2017 and 2018 have been extracted from the Prospectus. Such Summary is presented on the basis as set out in the Prospectus.

本集團截至二零一七年及二零一八年十二月三十一日止兩個年度的合併業績及本集團於二零一七年及二零一八年十二月三十一日的合併資產及負債概要摘錄自招股章程。該概要按招股章程所載基準呈列。



SEM Holdings Limited

澳達控股有限公司

