



Annual Report
2021-2022
年報



Tian Teck Land Limited
天德地產有限公司
Stock Code 股份代號：266

The translation into Chinese language of this annual report is for reference only.

In case of any inconsistency, the English version shall prevail.

本年報之中文譯本只供參考，如中英文本有任何差異，一概以英文本為準。

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Corporate Information 公司資料

Board of Directors

Executive Directors

Cheong Hooi Hong (*Chairman*)

Cheong Kheng Lim (*Deputy Chairman*)

Cheong Keng Hooi

Cheong Sim Lam

Cheong Chong Ling

Independent Non-executive Directors

Chow Wan Hoi, Paul

Wong Yiu Tak

Tse Pang Yuen

Company Secretary

Ng Sau Fong

Bankers

Hang Seng Bank Limited

Oversea-Chinese Banking Corporation Limited

The Hongkong and Shanghai Banking Corporation Limited

The Bank of East Asia, Limited

Solicitors

Mayer Brown

Deacons

Stephenson Harwood

Auditor

KPMG (*Certified Public Accountants*)

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

Share Registrar

Computershare Hong Kong Investor Services Limited

Shops 1712-1716, 17th Floor, Hopewell Centre

183 Queen's Road East, Wanchai, Hong Kong

Registered Office

9th Floor, iSQUARE, 63 Nathan Road

Tsim Sha Tsui, Kowloon, Hong Kong

Website

tll.etnet.com.hk

董事會

執行董事

鍾輝煌(*主席*)

鍾琮林(*副主席*)

鍾炯輝

鍾樂南

鍾聰玲

獨立非執行董事

周雲海

黃耀德

謝鵬元

公司秘書

吳秀芳

銀行

恒生銀行有限公司

華僑銀行

香港上海滙豐銀行有限公司

東亞銀行有限公司

律師

孖士打律師行

的近律師行

羅夏信律師事務所

核數師

畢馬威會計師事務所(*執業會計師*)

於香港《財務匯報局條例》下註冊的公眾利益實體核數師

股票登記處

香港中央證券登記有限公司

香港灣仔皇后大道東183號

合和中心17樓1712-1716室

註冊辦事處

香港九龍尖沙咀

彌敦道63號國際廣場9樓

網站

tll.etnet.com.hk

Chairman's Statement

主席報告

Financial Results and Business Review

I would like to report the audited results of the Group for the year ended 31 March 2022. During the year, the Group recorded a profit from operations before valuation changes in investment properties of HK\$182.8 million (2021: HK\$323.0 million) and a loss attributable to equity shareholders of HK\$554.0 million (2021: HK\$777.6 million). The loss was mainly due to the net valuation losses on investment properties of HK\$1,264.7 million (2021: HK\$1,809.2 million) which outweigh the profit from operations. The valuation losses will only affect the accounting profit or loss but not the cash flows of the Group. Details of the financial results and business performance and development are set out in the Directors' Report on pages 66 to 82.

Dividends

The Board is pleased to recommend a final dividend of HK\$0.08 per share for the year ended 31 March 2022 (2021: HK\$0.08 per share). As the Company paid an interim dividend of HK\$0.08 per share during the year (2021: HK\$0.10 per share), the total distribution will be HK\$0.16 per share for the year (2021: HK\$0.18 per share).

Annual General Meeting

The annual general meeting of members of the Company will be held on Friday, 9 September 2022.

Acknowledgement

Finally, on behalf of the Board, I wish to thank all our staff for their devotion and dedication, and would like to thank our professional advisors and our members for their support in the past year.

Cheong Hooi Hong

Chairman

Hong Kong, 29 June 2022

財政業績及業務回顧

本人謹此宣布本集團截至二零二二年三月三十一日止年度之經審核業績。於本年度，本集團之投資物業估值變動前的經營溢利為港幣182,800,000元（二零二一年：港幣323,000,000元），權益股東應佔虧損則為港幣554,000,000元（二零二一年：港幣777,600,000元）。該虧損主要是投資物業估值虧損淨額港幣1,264,700,000元（二零二一年：港幣1,809,200,000元）超過經營溢利所致。該估值虧損只會影響本集團在會計上的溢利或虧損，而不會對其現金流量造成影響。財政業績及業務表現和發展的詳情列載於第66至82頁的董事會報告內。

股息

董事會欣然建議派發截至二零二二年三月三十一日止年度末期股息每股港幣0.08元（二零二一年：每股港幣0.08元）。本公司已於本年度派發中期股息每股港幣0.08元（二零二一年：每股港幣0.10元），連同建議派發的末期股息，本年度將共派息每股港幣0.16元（二零二一年：每股港幣0.18元）。

股東周年大會

本公司之股東周年大會將於二零二二年九月九日星期五舉行。

致謝

最後，本人謹代表董事會對各同事之忠誠及辛勤貢獻致以謝意，並感謝各專業顧問及本公司成員在過去一年的支持。

主席

鍾輝煌

香港，二零二二年六月二十九日

Properties

物業概覽

iSQUARE

iSQUARE is located in the heart of Tsim Sha Tsui at the intersection of Nathan Road and Peking Road. It is the first one-stop shopping and entertainment complex linked to Tsim Sha Tsui MTR station. This complex provides 56,000 square metres of space comprising a shopping podium, cinema box and tower.

The podium is a vibrant hub for world-class fashion and lifestyle brands, complemented by five grand cineplexes, including a 458-seat digital IMAX theatre. iSQUARE also features fine-dining restaurants and lifestyle services in its iconic tower.

Goodluck Industrial Centre

Four floors of Goodluck Industrial Centre belong to the Company. There are automobile showrooms, vehicle workshops, carparking spaces and a petrol-filling station. The centre is located in Lai Chi Kok, Kowloon.

國際廣場

國際廣場位處尖沙咀中心地帶，坐落於彌敦道和北京道交界，是區內首個與尖沙咀港鐵站直接相連的大型綜合娛樂及購物中心。國際廣場面積達56,000平方米，包括商場低座、戲院和高座大樓三個部分。

商場低座匯聚各類型時裝及生活時尚品牌，並設有5間星級電影院，包括設置458個座位的IMAX數碼影院；高座則進駐有高級食府及生活時尚服務。

好運工業中心

位於九龍荔枝角好運工業中心的其中四層為本公司擁有。該四層物業設有汽車陳列室、汽車工場、停車位和加油站。

Corporate Governance Report

企業管治報告

Corporate Governance Practices

The Company recognises responsibilities to its shareholders and is therefore committed to maintaining a high standard of corporate governance. To accomplish this, the Company has reviewed its practices and procedure, and identified and formalised appropriate measures and policies.

Throughout the financial year ended 31 March 2022, the Company complied with all the code provisions, where applicable, set out in Part 2 of the Corporate Governance Code (“CG Code”) in Appendix 14 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Listing Rules”), except for the deviations as disclosed hereunder:

Code Provision C.1.8: Appropriate insurance cover in respect of legal action against directors should be arranged

Currently, the Company does not have insurance cover for legal action against its Directors. After taking into account the business nature and operational complexity and diversity of the Group, as well as the close supervision of and prudent approach adopted by the management, the Board believes that the Directors’ risk of being sued or getting involved in litigation in their capacity as Directors is relatively low. Benefits to be derived from taking out insurance may not outweigh the cost. Despite it, every Director is, subject to the provisions of the applicable laws, indemnified out of the assets of the Company against all costs, charges, expenses, losses and liabilities he/she may sustain or incur in or about the execution of his/her office or otherwise in relation thereto pursuant to the Articles of Association of the Company. In view of the above, the Board considers that the Directors’ exposure to risk is manageable.

企業管治常規

本公司明白其對股東的責任，故致力維持高水平的企業管治。為此，本公司已檢討其常規和程序，並確認及制定合適的措施和政策。

於截至二零二二年三月三十一日止財政年度，本公司均有遵守《香港聯合交易所有限公司證券上市規則》（「上市規則」）附錄十四所載的《企業管治守則》（「企管守則」）之第二部分所有適用的守則條文，惟下文所披露者除外：

守則條文第C.1.8條：應就董事可能面對的法律行動作適當的投保安排

本公司現時並無就其董事可能面對的法律行動作投保安排。在考慮本集團的業務性質、營運複雜性及多元性，以及管理層的密切監管和審慎作風後，董事會相信，各董事因其董事身份而被控告或牽涉於訴訟之風險偏低，且投保所帶來之好處或低於投保成本。儘管如此，根據本公司組織章程細則規定，除適用之法例條文所規限外，本公司須以其資產向各董事就執行其職務或與此有關的事宜而承擔或引致的所有成本、支出、開支、損失及負債作出賠償保證。有見及此，董事會認為董事所承擔之風險屬可接受。

Code Provision C.2.1: The roles of chairman and chief executive should be separated and performed by two individuals

Mr Cheong Hooi Hong is both the Chairman and chief executive of the Company. To avoid concentration of power and authority in any one individual, day-to-day management of the Company's business is shared by Executive Directors whilst formulation of objectives and strategic decisions are collectively made by the Board. In addition, the Board comprises three Independent Non-executive Directors ("INEDs") with differing expertise/calibre who can provide a "check and balance" effect on the management through their high attendance at board meetings and active roles in board committees whereby ensuring a balance of power. Given consideration to the aforesaid, the Board of Directors is of the view that the current structure does not have any adverse effect on the Company and believes that this structure enables the Group to make and implement decisions promptly and efficiently on the one hand while achieving an equilibrium of power on the other.

Code Provision C.6.3: The company secretary should report to the board chairman and/or the chief executive

Instead of reporting to the Chairman (who is also the chief executive of the Company), the company secretary reports directly to the Deputy Chairman. Since the company secretary is located in the same office as the Deputy Chairman and they work closely on a day-to-day basis, direct reporting to the Deputy Chairman can provide for a prompt and timely response to issues which require immediate attention. On the other hand, the Chairman keeps having ongoing discussion and dialogue with the Deputy Chairman on business affairs, in particular corporate governance and financial issues, which enables him to fully understand the operation of the Company and manage it in an effective manner. Taking into account of the above, the Board considers that the current reporting line is apposite to the Company.

守則條文第C.2.1條：主席和行政總裁的角色須分開，並由兩位不同人士擔任

鍾輝煌先生現時為本公司主席和行政總裁。為避免權力和職權集中於任何一人身上，本公司業務之日常管理由執行董事分擔，目標制定及策略性的決定則由董事會成員共同負責。此外，董事會包括三名具不同專業知識／才能的獨立非執行董事，彼等對董事會會議的積極參與及其在董事會轄下的委員會擔當的主導角色為管理層帶來「制衡」作用，從而確保董事會之權力均衡。鑑於前述考慮，董事會認為現時的公司結構對本公司並無任何負面影響，且相信該結構能令本集團在迅速和有效率地作出及執行決策的同時保持權力平衡。

守則條文第C.6.3條：公司秘書應向董事會主席及／或行政總裁匯報

公司秘書並無按規定向本公司主席（亦即本公司行政總裁）匯報，而是直接向副主席報告。由於公司秘書與副主席處於同一辦公室，且於日常工作上緊密合作，直接向副主席匯報可迅速、且適時就須即時處理之事宜作出回應；況且，主席與副主席一直就本公司業務（特別指與企業管治和財務相關之事宜）保持緊密商議和交流，主席因此充分了解本公司業務運作及有效率地管理本公司。基於前述原因，董事會認為現有之匯報途徑切合本公司情況。

Code Provision D.2.5: Issuer should have an internal audit function and review the need for one in case of its absence annually

At present, the Company does not have an internal audit function. The Board reviewed the need for setting up one in March 2022 and considered that there was no such an immediate need after taking into account the Group's current circumstances, such as the focused nature and geographical spread of business, the relatively simple operating structure and small size of the Group and the close involvement and supervision of the management in daily operation, which could provide sufficient risk management and internal control for the Group. Despite it, the Board has taken initiatives to promote the adequacy and effectiveness of the risk management and internal control systems by creating a control environment across the Group (such as building up a corporate culture based on sound business ethics and accountability through the implementation of whistleblowing arrangements and procedure manuals with defined roles, responsibilities and reporting lines) and putting control activities in place (such as conducting group-wide risk assessment exercise biannually). In addition, where the external auditor of the Company considers any internal controls that are relevant to the audit of the financial statements, it will report to the audit committee any significant deficiencies in internal control identified during the audit.

In view of the above considerations, together with the review result on the effectiveness of the existing control mechanism and the potential cost to be involved, the Board is of the opinion that it is not cost effective to set up and maintain an internal audit function for the time being. Nonetheless, the Board will review the need for one on an annual basis.

守則條文第D.2.5條：發行人應設立內部審核功能，否則，須每年就是否需要增設此項功能進行檢討

本公司目前並無設立內部審核功能。董事會已於二零二二年三月就本公司是否需要增設該功能作出檢討，並在考慮本集團現有情況(如重點業務性質及地域分佈、本集團相對小的規模及簡單的營運架構，和管理層對日常運作的密切監管及參與)後，確認本集團已備有足夠的風險管理及內部監控，並沒有設立內部審核功能的即時需要。儘管如此，董事會已透過建立涵蓋整個集團的監控環境(如通過落實舉報安排及已清楚界定員工角色、責任及匯報途徑的程序手冊，建立以良好商業道德及問責為基礎的企業文化)及制定監控活動(如對整個集團進行一年兩次的風險評估)，以提升其風險管理及內部監控制度的充分性和成效。此外，當本公司外聘核數師考慮任何與審核財務報表相關的內部監控時，會將在審核中所識別出的任何內部監控的重大缺陷向審核委員會匯報。

綜觀上述考慮，以及有關現有監控機制有效性的檢討結果和可能涉及的成本，董事會認為，在目前情況下設立及保持內部審核功能並不符合成本效益。儘管如此，董事會將每年就是否需要增設該功能作出檢討。

Code Provision E.1.5: Remuneration details of senior management should be disclosed by band in annual reports

The remuneration details of the senior management are not disclosed by band in the annual report. To ensure they are remunerated at a reasonable but not excessive rate, none of them is involved in deciding his/her own remuneration or related to the remuneration committee members (who are all INEDs and authorised to collectively determine the remuneration of the senior management based on a number of factors set out in the Company's remuneration policy). The Directors consider that the non-disclosure does not pose any negative impact on the Company. On the contrary, the disclosure of the remuneration details of the senior management may cause undue comparison among staff members, and would unnecessarily provide highly sensitive and confidential information to competitors and other third parties looking to recruit the senior management. In light of the above, the Directors are of the view that the disclosure of such information would neither provide pertinent information in furtherance of corporate governance, nor be in the interests of the members of the Company.

Board of Directors

The Board of Directors during the financial year ended 31 March 2022 comprised the following Directors:

Executive Directors

Mr Cheong Hooi Hong (*Chairman*)
Mr Cheong Kheng Lim (*Deputy Chairman*)
Mr Cheong Keng Hooi
Mr Cheong Sim Lam
Miss Cheong Chong Ling

Independent Non-executive Directors

Mr Chow Wan Hoi, Paul
Mr Wong Yiu Tak
Mr Tse Pang Yuen

Mr Cheong Hooi Hong (who is both the Chairman and chief executive of the Company), Mr Cheong Kheng Lim, Mr Cheong Keng Hooi and Mr Cheong Sim Lam are brothers. Miss Cheong Chong Ling is the daughter of Mr Cheong Kheng Lim and the niece of Messrs Cheong Hooi Hong, Cheong Keng Hooi and Cheong Sim Lam. Some of the Directors who are members of the Cheong family together own businesses outside the Group.

守則條文第E.1.5條：應在年報內按薪酬等級披露高層管理人員之酬金詳情

本公司沒有在年報內按薪酬等級披露高層管理人員之酬金詳情。為確保各高層管理人員所收取的薪酬合理而非過多，彼等均無參與其薪酬之決議，與薪酬委員會成員（該等成員均為獨立非執行董事，且獲授權基於本公司薪酬政策中所述之因素共同決定高層管理人員之薪酬）亦沒有任何關係。董事會認為沒就該等資料作出披露對本公司不會造成任何負面影響；反之，相關的披露或會引起員工之間不適當的比較，且會在不必要的情況下將高度敏感及機密的資料提供予競爭對手及有意招聘高層管理人員的其他第三者。有見及此，董事會認為，該等資料的披露既不能就促進本公司企業管治提供相關資料，亦不符合其成員利益。

董事會

於截至二零二二年三月三十一日止財政年度，本公司董事會由下列董事組成：

執行董事

鍾輝煌先生(*主席*)
鍾琮林先生(*副主席*)
鍾炯輝先生
鍾樂南先生
鍾聰玲小姐

獨立非執行董事

周雲海先生
黃耀德先生
謝鵬元先生

鍾輝煌先生（本公司主席和行政總裁）、鍾琮林先生、鍾炯輝先生和鍾樂南先生均為兄弟。鍾聰玲小姐是鍾琮林先生的女兒，亦是鍾輝煌先生、鍾炯輝先生和鍾樂南先生的侄女。部分鍾氏家族成員的董事共同擁有本集團以外的業務。

Under the corporate governance structure, the Board of Directors is as a whole accountable to the shareholders of the Company in respect of the Group's performance. The Board of Directors is responsible for the leadership and control of the Group, which include formulation of objectives, overall strategies and business plans; and overseeing the financial and management performance, corporate governance, environmental, social and governance issues, risk management and internal control systems of the Group.

The Directors of the Company are responsible for preparation of the consolidated financial statements for each financial year which give a true and fair view of the financial position and financial performance of the Group. In preparing the consolidated financial statements of the Company for the financial year ended 31 March 2022 on a going concern basis, the Directors have adopted suitable accounting policies and applied them consistently with those applied to the financial statements of the previous financial year. The Directors have also made judgements and estimates which are reasonable.

In addition, the Directors of the Company are accountable for keeping proper records which reflect with reasonable accuracy at any time the financial position of the Group. The statement of the Auditor of the Company about its reporting responsibilities on the financial statements of the Group is set out in the Independent Auditor's Report on pages 86 to 92.

With the objective of focusing more attentively on specific areas, the Board has established three committees, namely the remuneration committee, the nomination committee and the audit committee. INEDs are invited to serve on these Board committees given the benefits they can bring to the Company. To assist the committees in discharging their roles adequately, each committee is provided with a committee policy, setting out guidelines for its members to follow in the process of decision-making. Duties and authorities of these committees are also set out in their respective terms of reference. To keep the Board fully informed of their works and findings, these committees are required to report back to the Board.

根據企業管治架構，董事會須共同就本集團之表現向本公司股東負責。董事會負責領導和管治本集團，包括制定目標、具體策略及業務計劃，並監督本集團財務及管理表現、企業管治、環境、社會及管治事宜、風險管理及內部監控制度。

本公司董事須對編製各財政年度的綜合財務報表負責，務使該等報表真實而中肯地反映本集團的財務狀況及財務表現。於按持續經營基準編製本公司截至二零二二年三月三十一日止財政年度的綜合財務報表時，董事已採納合適，且與上一財政年度財務報表中所採用之相同會計政策及已作出合理的判斷和估計。

此外，本公司董事須對保留合適的記錄，以合理的準確性反映本集團於任何時間的財務狀況負責。本公司核數師就本集團財務報表作出的申報責任聲明列載於第86至92頁的獨立核數師報告內。

為能更專注於特定範疇，董事會已成立三個委員會，分別為薪酬委員會、提名委員會和審核委員會。由於獨立非執行董事能為本公司作出不同貢獻，故均獲邀參加該等董事會轄下的委員會。為協助委員會恰當地履行其角色，各委員會均備有一份委員會政策，為其成員於決策過程提供指引。各委員會的職權範圍亦已詳細闡明其各自的職責和職權。該等委員會須向董事會匯報，以確保董事會充分得悉其工作及調查結果。

For the purpose of efficient operation, the Board relies on the management for the day-to-day operation of the Group's business. The management has to implement the objectives, strategies and plans adopted by the Board and report to the Board from time to time. The Board monitors the work of the management whilst the management provides an indispensable support to the operation of the Board and the Group's development. Given the close collaboration between the Board and the management, the duties, power and functions of the Board and the management are clearly laid down and defined in writing.

Delegating its functions and authorities to the Board committees and the management does not absolve the Board from its overall responsibility for the governance of the Group. The Board at all times assumes the ultimate responsibility for the Group's management and operation.

Directors' attendance and training

To ensure timely and adequate attention to and due discussion on the Group's affairs, the Directors had full attendance at the board meetings (total: six), board committee meetings and annual general meeting held during the financial year ended 31 March 2022.

Given the need for the Directors to equip themselves with necessary knowledge and skills to perform their roles, the Company places an emphasis on Directors' training. During the year under review, all Directors were furnished with memoranda/circulars at intervals so as to refresh their knowledge relating to Directors' duties and legal and regulatory obligations. To keep the Directors abreast of the latest developments regarding regulatory and legal requirements, the company secretary also provided updates directly or through other professionals to the Board as and when necessary. During the financial year ended 31 March 2022, not only did the Company organise in-house training courses in relation to corporate governance, rules and regulations, and strategic direction for its Directors at the Company's expense, it also provided them with e-learning materials as composed by The Stock Exchange of Hong Kong Limited which covered topics such as directors' continuing obligations. For the purpose of ensuring suitable training is received by the Directors, the Board conducted a review thereon and is satisfied with the training received by the Directors for the financial year ended 31 March 2022. Other than the foregoing, the Directors are encouraged to attend relevant external training sessions, seminars, forums and conferences on their own with all related expenses reimbursable by the Company, subject to the Company's policy.

為使營運更具效率，董事會依賴管理層處理本集團業務的日常運作。管理層須推行董事會已制定的目標、策略及計劃，並不時向董事會匯報。董事會負責監察管理層的工作，而管理層則為董事會運作和本集團發展提供必不可少的支援。鑑於董事會與管理層間的緊密合作關係，本公司已清楚釐定，並以書面形式詳列其各自的職責、權力和職能。

將職能和職權轉授予董事會轄下的委員會和管理層不會免除董事會對本集團管治的整體責任。董事會在任何時候均須就本集團之管理和營運負上最終責任。




































董事出席會議記錄及培訓



為確保本集團的事務能獲得適時且恰當的關注和討論，所有董事於截至二零二二年三月三十一日止財政年度出席本公司董事會會議（共6次）、董事會轄下委員會會議及股東周年大會之比率達百分之一百。



鑑於董事需具備履行其角色所必需的知識和技能，本公司著重董事培訓。於本年度，本公司不時向所有董事發出備忘錄／通函，以更新各董事於董事職責及法律和監管責任上的知識。為使各董事能與時並進，掌握監管和法律要求方面的最新發展，公司秘書亦會在需要時直接或透過其他專業人士向董事會提供更新的資料。於截至二零二二年三月三十一日止財政年度，本公司不僅為董事安排與企業管治、條例和規則以及策略性方向有關、費用由本公司支付的內部培訓課程，亦向彼等轉發由香港聯合交易所有限公司編製、當中涉及董事持續責任的網上培訓資料。為確保各董事獲得適當培訓，董事會已就此進行檢討，並對其所有董事於截至二零二二年三月三十一日止財政年度所接受的培訓感到滿意。除前述外，本公司鼓勵董事自行參與相關的外間培訓講座、研討會、論壇和討論會。在符合本公司政策的情況下，本公司會支付所有相關費用。

Individual attendance of the Directors at annual general meeting, board meetings, board committee meetings and training during the year under review is set out below:

各董事於本年度出席股東周年大會、董事會會議、董事會轄下委員會會議及培訓之記錄如下：

| Directors 董事 | Board Meetings [^] 董事會會議 [^] | | Remuneration Committee Meetings 薪酬委員會會議 | Nomination Committee Meetings 提名委員會會議 | Audit Committee Meetings 審核委員會會議 | Annual General Meeting 股東周年大會 | Training ⁺ 培訓 ⁺ |
|---|---|---|---|---|---|---|--|
| | Covering corporate governance- related matters 涉及企業管治 相關之事宜 | Covering other matters 涉及其他事宜 | | | | | |
| Executive Directors 執行董事 | | | | | | | |
| Cheong Hooi Hong* 鍾輝煌* |  2 |  4 | — |  2 | — |  1 | A, C |
| Cheong Kheng Lim# 鍾琮林# |  2 |  4 | — |  2 | — |  1 | A, C |
| Cheong Keng Hooi 鍾炯輝 |  2 |  4 | — | — | — |  1 | A, C |
| Cheong Sim Lam 鍾燦南 |  2 |  4 | — | — | — |  1 | A, C |
| Cheong Chong Ling 鍾聰玲 |  2 |  4 | — | — | — |  1 | A, C |
| Independent Non-executive Directors 獨立非執行董事 | | | | | | | |
| Chow Wan Hoi, Paul 周雲海 |  2 |  4 |  3 |  2 |  4 |  1 | B, C |
| Wong Yiu Tak 黃耀德 |  2 |  4 |  3 |  2 |  4 |  1 | A, C |
| Tse Pang Yuen 謝鵬元 |  2 |  4 |  3 |  2 |  4 |  1 | A, C |
| Total number of meetings 會議總數 | 6 | | 3 | 2 | 4 | 1 | — |

* : Chairman
: Deputy Chairman
 : Attended in person
 : Attended by phone/video call
— : Not applicable
^ : During the financial year ended 31 March 2022, six board meetings, of which four were regular ones, were held.
+ : The form in which the Directors received training includes:
A: Attending courses/seminars/conferences
B: Reading materials
C: Receiving briefings from company secretary/other executives/professionals

* : 主席
: 副主席
 : 親自出席
 : 以電話/視像方式出席
— : 不適用
^ : 於截至二零二二年三月三十一日止財政年度，本公司共召開六次董事會會議(其中四次為定期會議)。
+ : 董事接受培訓的形式包括：
A: 出席課程/研討會/討論會
B: 閱讀資料
C: 從公司秘書/其他行政人員/專業人士獲取簡報

Directors' Securities Transactions

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix 10 to the Listing Rules as its code for dealing in securities in the Company by its Directors ("Model Code"). Specific enquiry has been made to all Directors of the Company as to whether they have complied with or whether there has been any non-compliance with the Model Code, and all Directors have confirmed compliance with the required standard set out in the Model Code during the financial year ended 31 March 2022.

Independent Non-executive Directors

INEDs are appointed for the period commencing from the conclusion of one annual general meeting to the conclusion of the following annual general meeting. According to the Company's Articles of Association, they are required to retire by rotation, but remain eligible for re-election, at least once every three years.

The Company has received confirmation from each INED about his independence as set out in Rule 3.13 of the Listing Rules and considers each of them to be independent. One of the INEDs possesses appropriate professional qualifications or accounting or related financial management expertise as required under the Listing Rules.

董事的證券交易

本公司已採納上市規則附錄十所載的《上市發行人董事進行證券交易的標準守則》作為本公司董事買賣本公司證券的守則（「標準守則」），並已向本公司所有董事就是否已遵守或在任何方面未遵守標準守則作出特定查詢。所有董事皆確認於截至二零二二年三月三十一日止財政年度內均有遵守標準守則所定的標準。

獨立非執行董事

本公司獨立非執行董事被委任的年期為股東周年大會散會起至緊隨下一次之股東周年大會散會止。根據本公司的組織章程細則，獨立非執行董事須每三年最少輪值退任一次，惟該等董事可膺選連任。

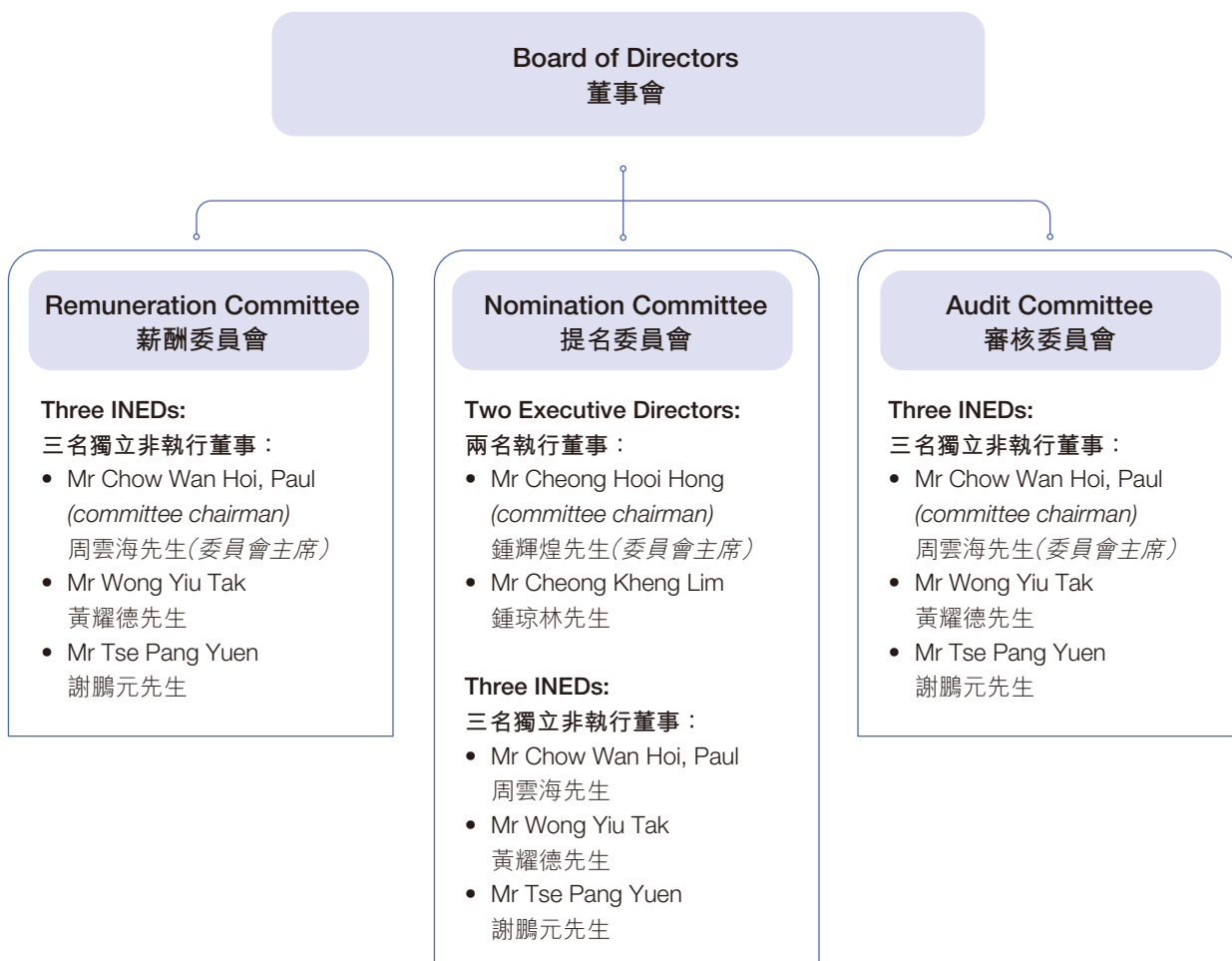
本公司已收到各獨立非執行董事向本公司發出有關其獨立性（按上市規則第3.13條所列載的指引）的確認文件，並認為各獨立非執行董事確屬獨立人士。其中一名獨立非執行董事擁有上市規則要求具備的適當的專業資格或會計或相關的財務管理專長。

Board Committees

The Board has established three committees, namely the remuneration committee, the nomination committee and the audit committee, each with its written terms of reference. Each committee is required to report back to the Board and keep the Board fully informed of its decisions and recommendations unless there are legal or regulatory restrictions on its ability to do so.

董事會轄下的委員會

董事會已成立三個委員會，分別為薪酬委員會、提名委員會和審核委員會，並以書面訂明其各自的職權範圍。各委員會須向董事會匯報，並確保董事會充分得悉其決定及建議（如受法律或監管限制者除外）。



Remuneration committee

The primary objective of the Group's remuneration policy is to retain Directors and senior management of suitable calibre by remunerating them at a competitive level. In order to achieve this, the Board has established a remuneration committee. Under the Group's remuneration policy, no Director or his/her associates are allowed to be involved in decisions relating to his/her own remuneration.

薪酬委員會

本集團薪酬政策的最終目的是以具競爭力的薪酬令具合適才能的董事和高層管理人員留任。為此，董事會已成立薪酬委員會。按本集團薪酬政策的規定，所有董事或其聯繫人均不可參與與其薪酬有關的決定。

| Main duties | 主要職責 |
|--|--|
| — to review and make recommendations to the Board on the terms of reference of the committee | — 檢討委員會的職權範圍，並向董事會作出建議 |
| — to assist the Company in formulating remuneration policy and structure for Directors and senior management | — 協助本公司制定董事及高層管理人員的薪酬政策及架構 |
| — to review and approve the management's remuneration proposals | — 檢討及批准管理層的薪酬建議 |
| — to determine, with delegated responsibility, the remuneration packages of individual Executive Directors and senior management | — 獲董事會轉授責任，釐定個別執行董事和高層管理人員的薪酬 |
| — to make recommendations to the Board on the remuneration of the INEDs | — 向董事會建議獨立非執行董事的薪酬 |
| — to consider salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Group | — 考慮同類公司支付的薪酬、需付出的時間及責任和本集團其他職位的僱用條件 |
| — to review and approve compensation payable to Executive Directors and senior management for any loss or termination of office or appointment | — 檢討及批准向執行董事和高層管理人員支付與任何喪失或終止其職務或委任的賠償 |
| — to review and approve compensation arrangements relating to dismissal or removal of Directors for misconduct | — 檢討及批准因董事行為失當而解僱或罷免有關董事所涉及的賠償安排 |

Details of the remuneration committee's authority and duties are set out in the terms of reference. The said terms of reference are published on the websites of the Company and Hong Kong Exchanges and Clearing Limited ("HKEx").

薪酬委員會的職權範圍已詳細闡明其職權和職責，並已登載於本公司和香港交易及結算所有限公司（「交易所」）網站。

Remuneration of individual Executive Directors and senior management is determined, with delegated responsibility, by the remuneration committee on the recommendations of the chief executive (except Mr Cheong Hooi Hong whose remuneration package is determined by the remuneration committee alone) on an annual basis. The remuneration committee also makes recommendations to the Board on the review of INEDs' remuneration annually. For all other staff, it is the Executive Directors who fix their remuneration packages on the recommendations of their respective department heads on an annual basis.

According to the Group's remuneration policy, the amount of remuneration payable to the Directors is determined by reference to a number of factors, including remuneration paid by comparable companies, the Group's results as well as the work-load, responsibility and time commitment of the Directors. When determining the remuneration packages of senior management and all other staff, the remuneration committee and Executive Directors, as the case may be, take(s) into consideration the factors including market conditions, the Group's results, individual performance, job nature and duties.

Other than the retirement scheme as set out in note 24 to the financial statements on page 151, the Group does not have any long-term incentive scheme.

個別執行董事和高層管理人員的薪酬每年由薪酬委員會(已獲董事會轉授責任)在考慮行政總裁的建議後而釐定(惟鍾輝煌先生的薪酬由薪酬委員會全權決定)。薪酬委員會每年亦會檢討獨立非執行董事的薪酬，並就該等事宜向董事會作出建議。其他員工的薪酬則每年由執行董事在考慮各有關部門主管的建議後釐定。

根據本集團之薪酬政策，董事之薪酬乃根據若干因素而決定，包括同類公司支付的薪酬、本集團業績、董事的工作量、責任和需付出的時間。在釐定高層管理人員和其他所有員工的薪酬時，薪酬委員會和執行董事(視乎情況)考慮的因素則包括市場狀況、本集團業績、個人表現、工作性質和職責。

除列載於第151頁的財務報表附註24的退休計劃外，本集團並無任何長期的獎勵計劃。

| Summary of works performed during the financial year ended 31 March 2022 | 於截至二零二二年三月三十一日止財政年度的工作摘要 |
|--|---|
| — reviewed and made recommendations to the Board on the Company's remuneration policy and the terms of reference of the committee | — 就本公司的薪酬政策及委員會的職權範圍作出檢討及向董事會提出建議 |
| — considered and fixed the remuneration packages of the Executive Directors and senior management | — 考慮及釐定執行董事和高層管理人員的薪酬 |
| — made recommendations to the Board on the remuneration of the INEDs | — 就獨立非執行董事的薪酬向董事會作出建議 |
| — considered and recommended the Board on the relevance of the latest amendments to the CG Code (confining to areas relating to the committee's scope of work) | — 審視企管守則之最新修訂(僅涵蓋與委員會職責範圍有關的層面)與本集團的相關性，並向董事會作出建議 |

Number of meetings held by the committee during the year under review and individual attendance of the remuneration committee members thereat are set out in the table on page 11.

薪酬委員會於本年度舉行會議的次數及各委員會成員出席會議之記錄載於第11頁的列表內。

Nomination committee

To ensure the Board has a balance of skills, experience and diversity of perspectives appropriate to the needs of the Company, the Board has set up a nomination committee.

提名委員會

為確保其成員具有均衡的技能、經驗及切合本公司需要的多元化觀點，董事會已設立提名委員會。

| Main duties | 主要職責 |
|---|--|
| — to review and provide recommendations to the Board on the nomination policy, terms of reference of the committee and the Board diversity policy | — 檢討提名政策、委員會的職權範圍和董事會多元化政策，並向董事會作出建議 |
| — to review the structure, size and composition (including the skills, knowledge and experience) of the Board and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy | — 檢討董事會架構、人數及組合(包括技能、知識和經驗)，並就配合本公司之公司策略向董事會提出任何改動建議 |
| — to assess the independence of INEDs | — 評核獨立非執行董事的獨立性 |
| — to assess the mix required on the Board | — 就董事會所需之組合進行評估 |
| — to identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships | — 物色具合適資格的人士為董事會成員，並甄選個別人士為候選董事或就有關事宜向董事會作出建議 |
| — to make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the Chairman and the chief executive, and on the setting of measurable objectives for implementing the Board diversity policy | — 就董事委任或重新委任、董事繼任計劃(尤其是主席和行政總裁)和就推行董事會多元化政策制定可計量目標向董事會作出建議 |

Details of the nomination committee's authority and duties are set out in the terms of reference. The said terms of reference are published on the websites of the Company and the HKEx.

提名委員會的職權範圍已詳細闡明其職權和職責，並已登載於本公司及交易所網站。

For the purpose of providing a clear guidance to the committee members in executing their jobs, a nomination policy which delineates the procedures and criteria for nomination of Directors has been laid down. Under the policy, all Directors, including those appointed for a specific term, shall be subject to retirement by rotation at least once every three years and a retiring Director shall be eligible for re-election. Any Directors appointed by the Board as an addition to the Board shall retire at the next annual general meeting whilst those appointed to fill casual vacancies shall retire at the next general meeting (instead of the next annual general meeting) and Directors so appointed are eligible for re-election. The appointment term of the Directors is determined by the Board.

為向委員會成員提供明確指引以履行職務，本公司已制定提名政策，詳列提名董事的程序和準則。按政策規定，所有董事(包括有指定任期的董事)須於每三年最少輪值退任一次，惟退任的董事可膺選連任。任何獲董事會委任的新增董事會成員，須在下次股東周年大會退任；因填補臨時空缺而獲委任的董事則須在下次股東大會(並非下次股東周年大會)退任，惟該等董事均可膺選連任。董事的委任年期由董事會決定。

Before making recommendations to the Board on appointment or re-appointment of a Director, the nomination committee shall according to the nomination policy consider the present and future needs of the Company and the new challenges/risks it may encounter, and thereafter determine the necessary attributes/competencies required for the Director. In considering the suitability of an individual to become a Director or a Director to be re-appointed, the nomination committee shall consider whether the person concerned possesses the specific qualities required by the Company, his/her personal profile and whether he/she meets the basic criteria as required under applicable laws and regulations in Hong Kong, such as being able to demonstrate a standard of competence and having the character, experience and integrity commensurate with his/her position as a Director. For the appointment/re-appointment of an INED, the nomination committee shall also take into account the independence guidelines laid down in the Listing Rules.

在向董事會就委任或重新委任董事作出建議前，提名委員會須根據提名政策考慮本公司之目前及未來需要和可能面對之新挑戰／風險，以釐定受委任董事需具備的特質／能力。在考量個別人士擔任董事或現任董事獲重新委任之合適程度時，提名委員會須評估有關人士是否具備本公司所需的特質、其個人資歷及其是否符合於香港適用之法律及規則所要求擁有的基本條件，例如能表現出其具備勝任董事的能力、個性、經驗及品格。委任／重新委任獨立非執行董事時，提名委員會亦須考慮上市規則中就獨立所列表載之指引。

Diversity

For ensuring there is a balanced composition of the Board, the nomination committee needs to consider not only one's attributes/competencies, but also his/her value to the Company. Board diversity which incorporates a wide range of aspects, including but not limited to gender, age, skills, knowledge and professional experience, is a key consideration in Board selection process which the nomination committee shall give consideration to. The Company believes that, with the benefits of diversity, it can have a better understanding to the needs and expectations of its stakeholders, in particular shoppers and tenants, whereby enhance its overall performance and promote the long term interests of its shareholders.

To reflect the above, the Company has adopted a Board diversity policy, in which the nomination committee is required to assess the mix required on as well as the adequacy of the mix already on the Board; and to recommend to the Board the measurable objectives for implementing the policy and any matters in relation to Board diversity or the policy itself.

多元化

為確保擁有均衡的董事會組合，提名委員會不僅需考慮獲提名董事的特質／能力，亦須考慮其對本公司的價值。董事會多元化涵蓋範圍廣泛，包括但不局限於性別、年齡、技能、知識和專業經驗，是提名委員會在甄選董事過程中必須予以考慮的重要因素。本公司相信，藉著推行多元化政策可令其更明白利益相關者（尤其是購物人士及租戶）的需要及期望，從而改善其整體表現及提升股東的長遠利益。

就上述所言，本公司已制定董事會多元化政策，當中包括要求提名委員會就董事會所需之組合和現有組合之多元化是否合適進行評估；以及向董事會就推行該政策而訂立的可計量目標和任何關於董事會多元化或該政策本身的事宜作出建議。

After taken into account a wide range of diversity aspects as well as the needs of the Company and the environment in which it operates, having at least one female Director by 31 December 2024 has been set as the Company's objective (which has already been accomplished) in achieving gender diversity at Board level. The Board believes that the Company's success is determined by various factors. It is not necessarily in a direct proportion to the number of Directors of a particular gender. Selection of female candidates to join the Board is, in part, dependent on the pool of candidates possessing the qualities required by the Company. Board appointment is always based on merit and contributions likely brought by the chosen candidates without focusing on a single diversity aspect, or it may compromise on the calibre of the Directors. To be in line with the Company's development and get well prepared for the possible future needs, the Board will review the set target and timeline in due course and develop a pipeline of potential successors to the Board for gender diversity purpose by changing the Company's policies and practices in identifying suitable Board members with an emphasis on the sufficient presence of female Directors and broadening the sourcing channels as well as providing opportunities for potential women to take up managerial roles.

Although the Company is paving the way to facilitate gender balance across the workforce (including senior management), it does not intend to fix any gender diversity quota or set a short-term objective thereon given that the business nature as well as the geographical location of the Company do not lead to any favouritism on engaging employees of a particular gender. Gender diversity of the workforce is indeed not a relevant issue to the Company. As provided in the Company's employment policy, staff recruitment is mainly based on the needs of the Company and the principles laid down therein, such as equal opportunities and "selection on capability". Details of gender ratio of the workforce (including senior management) are set out in the Corporate Social Responsibility Report headed "Employee profile and engagement" on page 50.

在考慮與多元化相關的各範疇、本公司的需要及其經營環境後，本公司已設定董事會須於二零二四年十二月三十一日或之前委任最少一名女性董事為其達至董事會成員性別多元化的目標(已達標)。董事會認為本公司的成功取決於多項因素，而非與特定性別的董事數目成正比。選擇女性候選人加入董事會乃局部受制於參與甄選之候選人是否具備本公司所需的特質。董事會成員的委任是建基於獲委任者的優點和其可為本公司帶來的貢獻，而非側重於某一多元化因素，否則，相關委任可能會影響董事質素。為配合本公司發展及為未來的可能需要作好準備，董事會將適時檢視已制訂的目標及時間表，並透過更新本公司物色合適董事會成員的政策及慣例(包括特別注意女性董事數目是否足夠)，以及擴闊招聘渠道和增加予以有潛能的女性出任管理工作的機會，從而建立一個可達至潛在董事繼任人性別多元化的管道。

雖然本公司正為促進僱員(包括高層管理人員)性別平衡作出準備，惟其並無計劃設定任何性別多元化配額或就性別多元化訂定短期目標，因為本公司的業務性質和位處地域不會令其傾向招聘特定性別的員工。對本公司而言，僱員性別多元化並不構成需關注的事宜。根據本公司的僱傭政策，員工招聘主要是基於本公司的需要及該政策列載的原則，如平等機會及「按能力甄選」。僱員(包括高層管理人員)性別比例的詳情載於第50頁的企業社會責任報告中以「員工資料及參與」為標題的部分內。

As regards the nomination procedures for Board members, relevant details are set out in the nomination policy, which requires the Board (i) on receipt of recommendations from the nomination committee to form an opinion as to whether one shall be appointed/re-appointed and (ii) to make disclosure as per the Listing Rules after the same has been approved.

與董事提名程序相關的詳情列載於提名政策內，當中要求董事會(i)在接獲提名委員會的建議後，就有關人士應否獲委任／重新委任達成共識及(ii)在相關決議通過後，按上市規則之規定作出披露。

| Summary of works performed during the financial year ended 31 March 2022 | 於截至二零二二年三月三十一日止財政年度的工作摘要 |
|---|---|
| <ul style="list-style-type: none"> — reviewed and made recommendations to the Board on the nomination policy, the terms of reference of the committee and the Board diversity policy | <ul style="list-style-type: none"> — 就本公司的提名政策、委員會的職權範圍和董事會多元化政策作出檢討及向董事會提出建議 |
| <ul style="list-style-type: none"> — considered and recommended the Board on the measurable objectives in achieving gender diversity at Board level, measures used to identify potential successors to the Board for diversity purpose and the necessary mix required on the Board | <ul style="list-style-type: none"> — 考慮為達至董事會層面性別多元化而制定的可計量目標、董事會所須的組合、以及物色能達至多元化的潛在董事繼任人措施，並向董事會就前述事宜作出建議 |
| <ul style="list-style-type: none"> — put forward recommendations to the Board on the structure, size and composition of the Board | <ul style="list-style-type: none"> — 就董事會架構、人數及組合向董事會提出建議 |
| <ul style="list-style-type: none"> — assessed the independence of the INEDs | <ul style="list-style-type: none"> — 評核獨立非執行董事的獨立性 |
| <ul style="list-style-type: none"> — made recommendations to the Board on the re-appointments of the INEDs and Directors who were subject to retirement by rotation | <ul style="list-style-type: none"> — 就重新委任獨立非執行董事和輪值退任的董事向董事會作出建議 |

Number of meetings held by the committee during the year under review and individual attendance of the nomination committee members thereat are set out in the table on page 11.

提名委員會於本年度舉行會議的次數及各委員會成員出席會議之記錄載於第11頁的列表內。

Audit committee

With a view to assisting the Board in fulfilling its oversight responsibilities in areas such as financial reporting, internal control and risk management systems as well as relationship with the auditor, the Company has set up an audit committee.

審核委員會

為協助董事會履行其在財務申報、內部監控及風險管理制度、以及與核數師關係等方面的監督責任，本公司已成立審核委員會。

| Main duties | 主要職責 |
|--|---|
| — to make recommendations to the Board on appointment, re-appointment and removal of the external auditor | — 向董事會就委任、重新委任及罷免外聘核數師作出建議 |
| — to approve remuneration, terms of engagement and handle all issues relating to resignation or dismissal in respect of the external auditor | — 批准外聘核數師的薪酬、聘用條款及處理所有與該核數師的辭職或辭退有關的事宜 |
| — to review and monitor the external auditor's independence and objectivity and the effectiveness of its audit process | — 檢討及監察外聘核數師的獨立性及客觀性和其核數程序的成效 |
| — to discuss with the external auditor the nature and scope of audit and reporting obligations before commencement of audit | — 在核數工作開始前，與外聘核數師討論核數性質及範疇和申報責任 |
| — to develop and implement policy on engagement of the external auditor to supply non-audit services | — 制定及執行就外聘核數師提供非核數服務的聘用政策 |
| — to oversee financial reporting system, risk management and internal control systems | — 監督財務申報制度、風險管理及內部監控制度 |
| — to review financial information of the Group | — 復審本集團的財務資料 |
| — to review arrangements employees of the Company can use in confidence to raise concerns about possible improprieties and ensure proper arrangements are in place for fair and independent investigation and for follow-up action | — 檢討本公司員工在保密的情況下就可能存在之不當行為提出關注的安排，並確保已制定適當的安排以作出公平和獨立的調查及跟進行動 |
| — to act as the key representative body for overseeing the Company's relations with the external auditor | — 擔當監察本公司與外聘核數師關係之主要代表 |
| — to review and make recommendations to the Board on the terms of reference of the committee | — 檢討委員會的職權範圍，並向董事會作出建議 |

Details of the audit committee's authority and duties are set out in the terms of reference. The said terms of reference are published on the websites of the Company and the HKEx.

審核委員會的職權範圍已詳細闡明其職權和職責，並已登載於本公司及交易所網站。

| Summary of works performed during the financial year ended 31 March 2022 | 於截至二零二二年三月三十一日止財政年度的工作摘要 |
|---|---|
| — made recommendations to the Board on the re-appointment of the external auditor | — 就重新委任外聘核數師向董事會作出建議 |
| — considered and approved the terms of engagement of the external auditor for provision of audit services | — 審批外聘核數師提供核數服務的聘用條款 |
| — fixed the external auditor's remuneration | — 釐定外聘核數師酬金 |
| — reviewed the half-year and annual financial statements of the Group, including integrity and significant financial reporting judgements contained therein, before submission to the Board for approval | — 在提交本集團中期及年度財務報表予董事會通過前，對該等文件包括其完整性及所載有關財務申報的重大意見進行審閱 |
| — discussed with the external auditor the nature and scope of the audit and determined the scope and extent of the interim review before commencement | — 在年度核數及中期審閱開始前，與外聘核數師討論核數性質和範疇，及決定中期審閱的範圍和程度 |
| — met the external auditor without the presence of executive board members of the Company | — 在沒有本公司董事會行政成員在場下會見外聘核數師 |
| — considered and made recommendations to the Board on the arrangements for employees to raise concerns about improprieties, the audit policy, the terms of reference of the committee and the risk management policy | — 審視員工就不當行為提出關注的安排、審核政策、委員會的職權範圍和風險管理政策，並向董事會作出建議 |
| — considered and recommended the Board on the relevance of the latest amendments to the CG Code (confining to areas relating to the committee's scope of work) and on the establishment of the whistleblowing policy and anti-corruption policy | — 審視及向董事會就企管守則之最新修訂(僅涵蓋與委員會職責範圍有關的層面)與本集團的相關性，以及舉報政策和反貪污政策的制定作出建議 |
| — reviewed the effectiveness of the Group's risk management and internal control systems by monitoring the risk change during the year, assessing the adequacy of the mitigating strategies used and the impact of the identified risks on the Group before making recommendations to the Board | — 向董事會提出建議前，透過監察年內的風險變化，評估所採納之風險緩解對策是否足夠及已識別之風險對本集團的影響，以檢討本集團風險管理及內部監控制度的成效 |
| — evaluated the need of setting up an internal audit function by considering the current internal control mechanism and the pros and cons of doing so | — 通過審視現有內部監控機制及設立內部審核功能之利弊來評估設立該功能的需要 |

Number of meetings held by the committee during the financial year ended 31 March 2022 and individual attendance of the audit committee members thereat are set out in the table on page 11.

審核委員會於截至二零二二年三月三十一日止財政年度舉行會議的次數及各委員會成員出席會議之記錄載於第11頁的列表內。

Corporate governance functions

Given the importance of good corporate governance to the success of the Company, the Board is directly responsible for performing corporate governance duties. The duties set out in the Code Provision A.2.1 of the CG Code are included in its terms of reference.

Among the six board meetings held during the financial year ended 31 March 2022, two of which covered issues relating to corporate governance. At the meetings, the Board adopted a whistleblowing policy and an anti-corruption policy; updated the general code of conduct for employees and Directors; monitored the training and continuous professional development received by Directors and senior management; and reviewed corporate governance policies and practices including those relating to compliance with legal and regulatory requirements, the Company's compliance with the CG Code and disclosure in the Corporate Governance Report. Individual attendance of the Directors at the said two board meetings is set out in the table on page 11.

Risk Management and Internal Control Responsibility

The Board has an overall responsibility for the Group's risk management and internal control systems.

To this end, the Board, assisted by the audit committee, oversees the foregoing systems on an ongoing basis by evaluating and determining the nature and extent of the risks (including the environmental, social and governance-related risks) it is willing to take in achieving the Group's strategic objectives, maintaining appropriate and effective risk management and internal control systems and reviewing their effectiveness.

Although the said systems are complemented by relevant procedure and measures for the purpose of safeguarding the interests of the Group and its shareholders as a whole, they 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.

企業管治職能

由於良好的企業管治對本公司之成功具重要性，董事會直接負責履行企業管治的職責，其職權範圍包含企管守則中守則條文第A.2.1條所列明之職責。

在截至二零二二年三月三十一日止財政年度內所召開的六次董事會會議中，其中兩次與企業管治有關。在該等會議上，董事會採納舉報政策和反貪污政策；更新員工及董事適用之一般紀律守則；監察董事及高層管理人員接受之培訓和持續專業發展；以及就企業管治政策及常規，包括關於遵守法律及監管的規定，本公司遵守企管守則及其於企業管治報告內所作之披露進行檢討。各董事出席該兩次董事會會議之記錄載於第11頁的列表內。

風險管理及內部監控責任

董事會須對本集團之風險管理及內部監控制度負上整體責任。

為此，董事會在審核委員會的協助下，通過評估及釐定本集團就達成策略目標而願意承擔的風險（包括與環境、社會及管治相關之風險）性質及程度、維持合適且有效的風險管理及內部監控制度和檢討其成效，對前述制度作出持續的監管。

雖然前述制度已輔以相關程序及措施來保障本集團及其股東的整體利益，該等制度旨在管理而非消除無法達到業務目標的風險，且只能就不會出現重大失實陳述或損失作出合理而非絕對的保證。

Key features and process

As risk management is the responsibility of everyone within the Group and something more than a formality, it is integrated into the day-to-day operation and carried out at all levels under the stewardship of the Board. In order to create a control environment across the Group to support the risk management and internal control systems, the Company is committed to building up a corporate culture based on business ethics, control responsibility and risk awareness. To accomplish this, the Company has adopted a general code of conduct and an anti-corruption policy to govern the integrity and ethical behaviour of employees in business practices. A whistleblowing policy to provide channels and guidance for employees and those who deal with the Group to report on any suspected irregularities, improprieties, misconduct or malpractices within the Group is also in place. In addition, procedure manuals delineating reporting lines and areas of responsibility of each department/operating unit are laid down and are under review from time to time. All policies, procedure and guidelines with defined limits of delegated authority are put in writing so as to enhance effective segregation of duties and controls.

On top of fostering a risk management culture, the Board adopts a bottom-up approach to identify the Group's operational risks. Instead of setting up a separate department charged with the risk-related issues, it gets all departments/operating units involved. Under the current systems, all department/unit heads are required to establish risk factors specific to their responsible areas, determine impact as well as likelihood of identified risks in accordance with the risk appetite set by the Board and develop mitigating strategies. They shall maintain a risk register containing the said information and update it on a regular basis. In order to provide the Board and the audit committee with an overview of the Group's operational risks and how they are managed, the management scrutinises, filters, amends and compiles relevant information, together with findings of the strategic risk identification performed by the Executive Directors on behalf of the Board, as a composite risk report to the Board/the audit committee for review and endorsement every 6 months unless the circumstances are exceptional which require immediate attention for discussion. The external auditor also has access to the risk registers and composite risk reports. During the financial year ended 31 March 2022, such risk assessment exercise was done on a half-yearly basis.

主要特點和流程

由於風險管理是本集團各員工的共同責任，且不僅是形式上的事宜，本集團在董事會領導下已將之結合於日常業務營運中，且於各級貫徹執行。為建立涵蓋整個集團的監控環境以支援風險管理及內部監控制度的運作，本公司致力建立以商業道德、監控責任感及風險意識為基礎的企業文化。為此，本公司已採納一般紀律守則及反貪污政策，以規管員工在業務運作上的誠信和道德操守。本公司亦已制定舉報政策，為員工及與本集團有業務往來之人士就任何涉及本集團之懷疑違規、不當、失當或舞弊行為提供舉報渠道及指引。此外，程序手冊詳列每個部門／營運單位的匯報途徑及負責範疇，並會不時作出檢討。為有效分工及監控，本公司已將所有包含界定權限之政策、程序及指引以書面形式列載。

除建立風險管理文化外，董事會採納由下而上的方式識別本集團的營運風險。本公司並無設立專責風險相關事宜的獨立部門，而是要求所有部門／營運單位參與其中。在現有制度下，所有部門／單位主管均須按要求確立其負責範疇內的風險因素，並根據董事會設定的風險承受能力釐定已識別風險的影響和可能性，及制定風險緩解對策。各主管須保存及定期更新載有前述資料的風險登錄冊。為向董事會及審核委員會提供有關本集團營運風險及相應處理方法的概覽，管理層每六個月（因特殊情況須即時商討則除外）審閱、篩選、修訂相關資料，並連同由執行董事代表董事會就策略性風險進行識別的結果而編寫的綜合風險報告上呈董事會／審核委員會作檢討及確認。外聘核數師亦可查閱風險登錄冊和綜合風險報告。於截至二零二二年三月三十一日止財政年度內，前述之風險評估每半年進行一次。

In the absence of an internal audit function (reasons for its absence are set out in the section headed “Corporate Governance Practices” on pages 5 to 8), the Board has appointed a qualified accountant, who is also the accounting manager of the Group, to carry out sample testing on procedure compliance and risk-related issues in respect of all departments/operating units. Test results and findings are reported to the audit committee on an annual basis. Heads of the departments/operating units which may have a significant financial implication on the Group’s revenue are required to make an annual representation to the audit committee confirming that all potential risks in relation to their scope of work are properly dealt with. The management will then review the situation and provide the Board/the audit committee with an annual confirmation on the effectiveness of the risk management and internal control systems.

Being part of the internal control process, the Group has maintained a comprehensive accounting system for ensuring complete and accurate financial information. Annual budgets as regards rental income and operating expenses of iSQUARE, the Group’s main source of revenue, are prepared for effective allocation and utilisation of resources. As regards outgoings, the Group has established procedure for approval and control of operating expenditures whilst the capital ones are subject to management approval prior to commitment. Other control measures, including provision of monthly management accounts to Directors and preparation of variance analyses, help identify deficiencies and enable timely remedial actions to be taken.

Handling of inside information

Concerning inside information, the Company has implemented various policies to govern how it shall be handled. Policy on disclosure of inside information sets out the manner in which inside information is escalated and disseminated whereas the risk management policy provides ways to deal with risks which may constitute inside information. Besides, the general code of conduct adopted by the Group prohibits inappropriate use of confidential or inside information. All employees are required to undertake their adherence to the said code and report any non-compliance with it to the management.

For the purpose of complying with the applicable laws and regulations in relation to inside information, the Company has adopted the Model Code as its own code. Relevant procedure for guarding against mishandling of inside information includes pre-clearance on dealing in the Company’s securities by designated Directors and notification of black-out period to Directors. In order to remind Directors and employees of their obligations in securities transaction, they are provided with memoranda at intervals.

在沒有設立內部審核功能的情況下(其原因列載於第5至8頁,以「企業管治常規」為標題的部分內),董事會已委任一名合資格會計師(亦即本集團會計經理)就所有部門/營運單位之程序合規及與風險相關的事宜進行抽樣測試,並會每年向審核委員會匯報測試結果及發現。對本集團收入有重大財務影響之部門/營運單位的主管須向審核委員會作出年度表述,確認與其職責範疇相關之所有潛在風險已獲妥善處理。管理層亦會檢討本公司狀況,並向董事會/審核委員會提交風險管理及內部監控制度成效的周年確認書。

作為內部監控流程的一部分,本集團備有全面的會計系統,以確保財務資料的完整及準確。由於國際廣場乃本集團主要收入來源,本集團亦會就其租金收入及經營開支編製年度預算,以便有效分配及善用資源。在支出方面,本集團已建立審批及控制經營開支的程序,並規定資本開支須獲管理層預先批核。其他監控措施包括向董事提交每月的管理賬目及編製差異分析以助識別不足處及採取適時的補救行動。

處理內幕消息

本公司已實施多項政策以規管處理內幕消息的方法。內幕消息披露政策詳列上報及發放內幕消息的途徑,而風險管理政策則提供處理可能構成內幕消息風險之方法。此外,本集團的一般紀律守則禁止不當使用機密資料或內幕消息。所有員工須承諾遵守該守則及向管理層匯報任何不遵守該守則的情況。

為遵守有關內幕消息適用之法律及規則,本公司已採納標準守則作為其守則。防止不當處理內幕消息的相關程序包括由指定董事負責預先審批本公司的證券交易及通知董事關於證券買賣的常規禁制期。為協助董事及員工履行證券交易的責任,本公司不時向董事及員工發出備忘錄。

Review of effectiveness

Although the management is charged with the responsibility to design, implement and monitor the risk management and internal control systems, the Board and the audit committee oversee the process. In March 2022, the Board, with the confirmation from the management certifying that the aforesaid systems were functioning effectively and the assistance of the audit committee, conducted a review on the effectiveness of the Group's risk management and internal control systems under Code Provision D.2.1 of the CG Code for the financial year ended 31 March 2022. Such review is conducted annually and covered all material controls, including financial, operational and compliance controls. Based on the review result, the Board considered that the resources, staff qualifications and experience, training programmes and budget of the Group's accounting, internal control and financial reporting functions, as well as those relating to the Group's environmental, social and governance performance and reporting, were adequate and that the risk management and internal control systems were effective and apposite to the Group though no in-house or outsourced internal audit function as required by the CG Code has been set up. The Board is not aware of any significant areas of concern which should be brought to the attention of the shareholders of the Company.

Principal risks and uncertainties

As with any business, the Group faces risks and uncertainties on a daily basis. In determining the principal risks posed to the Group, the Board takes into account the overall severity level (based on the impact and likelihood matrix) of the risks set out in the composite risk reports and their changes during the financial year. It also examines their nature and impact on the Group and evaluates the effectiveness and suitability of the mitigating strategies as applied by taking into consideration the actual operation and performance of the Group.

From the Group's overall perspective, the following are identified as principal risks currently encountered by the Group. That said, they are by no means exhaustive or comprehensive. There may be other risks which may not be material now but could turn out to be such in the future. Although the principal risks may not change significantly from year to year, their magnitude and importance to the Group can and do vary.

成效檢討

雖然風險管理及內部監控制度的設計、實施及監察是由管理層負責，其流程須由董事會及審核委員會監督。經管理層確認前述制度有效運作後，及在審核委員會的協助下，董事會於二零二二年三月根據企管守則中守則條文第D.2.1條就本集團於截至二零二二年三月三十一日止財政年度的風險管理及內部監控制度的成效進行檢討。該檢討每年進行一次，並涵蓋所有重要監控範疇，包括財務監控、運作監控及合規監控。根據檢討結果，董事會認為本集團在會計、內部監控及財務匯報職能方面，以及與本集團環境、社會及管治表現和匯報相關的資源充足，相關員工具備足夠的資歷和經驗，而本集團為該等員工提供的培訓課程及有關預算亦合適。儘管本集團沒有按企管守則之規定而設立內部審核功能或將之外判，董事會認為本集團的風險管理及內部監控制度有效，並切合本集團情況。董事會並無察覺有任何重要事項須向本公司股東作出交代。

主要風險及不明朗因素

如同任何業務，本集團天天面對風險及不明朗因素。在決定本集團的主要風險時，董事會會考慮綜合風險報告中已識別之風險的整體嚴重程度（按影響及可能性的矩陣）及其於本財政年度的變化。董事會亦會檢視風險的性質及其對本集團所造成的影響；以及考慮本集團的實際運作及表現以評估已實行之風險緩解對策的成效及合適程度。

從本集團整體角度而言，以下是本集團現時面對的主要風險；然而，這並非全部或全面的風險，且現時可能有目前不屬於重大，但日後可變成主要風險的其他風險。雖然主要風險未必每年均有顯著改變，其程度及對本集團的重要性可以、且確實轉變。

| Risk pertaining to Leasing | 與租賃相關的風險 |
|---|--|
| <p>Being an unprecedented blow to travel and tourism industries as well as retail and catering sectors, COVID-19 has posed an ongoing negative impact on iSQUARE and its tenants. Although there was a sign of recovery towards the end of year 2021 due to Hong Kong's success in putting epidemic under control and relaxation of international travel restrictions resulting from the rise in global vaccination rate and the shift to the strategy of "living with COVID" by many countries, the fifth and strongest ever wave of COVID in Hong Kong in the first quarter of 2022 called a halt to the economic recovery. Following the social distancing measures tightened to the most stringent level by the Hong Kong government immediately thereafter, local consumption activities were seriously disrupted. Business of iSQUARE tenants was inevitably adversely impacted. Coupled with the stepped-up inbound control measures and quarantine rules, iSQUARE, being a shopping mall located in a tourist hub, experienced a hard time. Amid the austere business environment and the rise in number of vacant shops, the overall downward pressure on rental level and occupancy rate of iSQUARE escalated in the year under review.</p> | <p>2019冠狀病毒病對旅遊業、零售及餐飲業造成前所未有的衝擊，國際廣場及其租戶亦因此受到持續的負面影響。儘管香港曾於二零二一年年底因本地疫情成功受控及國際旅遊限制在全球疫苗接種率上升及多國轉向採取「與病毒共存」之政策而放寬的情況下呈現復甦跡象，香港卻於二零二二年首季度出現本地爆發以來最嚴重的第五波疫情，以致其經濟復甦突然停頓。香港政府緊隨推出最嚴厲的社交距離措施亦嚴重干擾本地消費活動，國際廣場租戶的業務無可避免地受到負面影響。再加上香港進一步收緊入境管制措施和檢疫規定，而國際廣場乃一位於遊客區的購物中心，其面對的困難實為艱巨。在嚴峻的營商環境和空置店舖數量上升的情況下，國際廣場於本年度面對租金下調及出租率下跌的整體壓力上升。</p> |
| <p>Although the epidemic situation in Hong Kong eased towards the end of the reporting year given the availability of COVID-19 oral drugs, and the surging number of infections and the increase in vaccine uptake which helped build up the herd immunity barrier, the prospect of leasing and retail markets remains uncertain as it depends greatly on the evolvement of the pandemic and the containment measures adopted by the Hong Kong government from time to time. In view of the aforesaid, in particular the considerable negative impact already on iSQUARE, and time required for different business sectors to benefit from the lifting of restrictive measures, business outlook of tenants continues to be uncertain and challenging and risk of tenants' default remains. The Group facing an increased risk exposure in the year under review has become unavoidable.</p> | <p>隨著2019冠狀病毒病的口服藥物在港供應，以及受感染個案激增及疫苗接種人數攀升以致群體免疫屏障逐漸建立，本港疫情於報告年度結束前稍有緩和。然而，租賃和零售市場前景仍不明朗，這因為市場走向主要是取決於疫情發展及香港政府不時採取的防控措施。有見及此，特別是國際廣場已承受相當大的負面影響，以及各行業需時才能受惠於取消限制措施所帶來的益處，國際廣場租戶的業務前景仍未明朗、且充滿挑戰，違約風險亦持續。本集團於報告年度面對的風險水平已無可避免地上升。</p> |
| <p>Key controls and mitigations:</p> <ul style="list-style-type: none"> • To offer short-term relief to tenants so as to alleviate their business pressure whereby a sustainable business partnership can be maintained • To focus marketing efforts on drawing more people to and encouraging consumption at iSQUARE • To conduct direct engagement with tenants and closely monitor their financial performance and payment record • To adopt a more proactive approach in seeking potential tenants and managing tenancy expiries and vacancies | <p>主要監控及緩解對策：</p> <ul style="list-style-type: none"> • 向租戶提供短期支援，以減輕其經營壓力，從而令本公司與租戶的業務伙伴關係得以持續發展及維繫 • 推出以吸引人流到訪國際廣場及鼓勵於場內消費為主導的市場推廣活動 • 直接與租戶聯繫和密切監察其財務表現及租金繳付情況 • 採取積極措施，以更有效地物色潛在租戶及掌控租賃到期和空置情況 |

| Risk pertaining to Ongoing Pandemic | 與持續肆虐全球的病毒相關的風險 |
|--|--|
| <p>Although many countries are on the path to resume pre-pandemic normality, way for Hong Kong to recover is relatively long due to the severe disruption brought by the fifth wave of local infections and the measures rolled out by the Hong Kong government in dealing with it. Given the heavy toll taken on retail and catering business as a result of the dampened consumer sentiments as well as the stagnant inbound and outbound tourism in Hong Kong, iSQUARE, as with other shopping malls generally, experienced a difficult time. The adverse impact on the Group was significant as iSQUARE is the Group's main business operation. Since a sustained economic recovery in Hong Kong counts largely on the unfolding of the pandemic and the containment measures applied locally, there was no apparent change to the risk exposure in the year under review despite the positive progress made on the worldwide level.</p> <p>Key controls and mitigations:</p> <ul style="list-style-type: none"> To stay alert to the latest development in relation to COVID-19 so that swift adjustment to corporate strategies and business activities can be made To maintain a solid financial position with strong cash flow and a low gearing level so as to cater for unforeseen circumstances | <p>在多國正步向回復疫情前生活模式的同時，香港卻礙於第五波疫情所帶來的嚴重影響及政府實施的應對措施，以致其復常之路相對漫長。由於消費者情緒低迷及香港出入境旅遊業停滯不前，零售和餐飲業嚴重受創，國際廣場因此如同大部分的其他購物商場一樣經歷艱難時期。正因為國際廣場是本集團的主要經營業務，所面對的負面影響巨大。香港經濟的持續復甦很大程度上取決於疫情發展和本港實施的防控措施，因此，在全球向好的大氣候下，本集團於本年度所面對的風險水平並無明顯改變。</p> <p>主要監控及緩解對策：</p> <ul style="list-style-type: none"> 密切留意有關2019冠狀病毒病疫情的最新發展，以便本集團能迅速調整其企業策略及業務活動 藉充裕的現金流量及低資本負債水平維持穩健的財務狀況，以應對不可預見的情況 |
| Risk pertaining to Economic and Political Outlook | 與經濟及政治前景相關的風險 |
| <p>Since the Group's business activities are mainly conducted in Hong Kong, restoration of local social stability is definitely an advantage to its operation. Taking into account the economic recovery with different paces across the world, Omicron (the dominant variant of COVID-19 nowadays) appearing to cause less severe infection, as well as the foreseeable relaxation of COVID curbs in Hong Kong in view of the improved coronavirus situation in late March of the year 2022, the risk exposure pertaining to economic and political outlook in the year under review decreased.</p> <p>Key controls and mitigations:</p> <ul style="list-style-type: none"> To closely monitor the operating environment so as to enable prompt adjustment to corporate strategies and business activities To engage a prudent and sound financial management with a view to ensuring business resilience and coping with unexpected changes | <p>由於本集團的業務活動集中在香港，本港社會恢復穩定絕對有利其營運。在考慮世界各國不同的經濟復甦步伐、Omicron(即現階段流行的2019冠狀病毒病的變異病毒株)引致較輕微的感染症狀，以及香港防疫限制可能因本地疫情於二零二二年三月下旬緩和而放寬後，本集團於本年度面對與經濟及政治前景相關的風險水平下降。</p> <p>主要監控及緩解對策：</p> <ul style="list-style-type: none"> 緊密監察經營環境，以確保本集團能就其企業策略及業務活動作出即時調整 維持既審慎、且穩健的財務管理，以確保業務彈性及應對意外變化的能力 |

| Risk pertaining to Investment Properties | 與投資物業相關的風險 |
|--|--|
| <p>Pursuant to Hong Kong Financial Reporting Standards, the Group's investment properties ("IPs") are stated at fair values in the consolidated statement of financial position whilst changes thereof are recognised in the consolidated statement of profit or loss.</p> | <p>根據《香港財務報告準則》之規定，本集團的投資物業須於綜合財務狀況表中按公允價值列賬，而其變動則須於綜合損益表中確認。</p> |
| <p>Given the relatively heavy weighting of the IPs in the Group's property portfolio, any material change in the valuation of the IPs can seriously affect the Group's profit/loss for the year. Although one of the key drivers of the said valuation is rental income which can be volatile and there has been an increased downward pressure on rental level and occupancy rate of iSQUARE, no apparent change to risk exposure is expected as valuation is indeed determined by myriad factors.</p> | <p>鑑於投資物業在本集團物業組合中的比例相對偏重，其估值的任何重大變動足以嚴重影響本集團的年度溢利／虧損。雖然租金收入可能波動，且是影響前述估值的其中一個重要因素，而國際廣場面對租金下調及出租率下跌的壓力均上升，管理層認為相關的風險水平不會有明顯改變，因為估值非取決於單一原因，而是受一籃子因素所影響。</p> |
| <p>That said, due to the current financial reporting requirements, valuation changes have influenced and will continue to influence the Group's profit/loss though its cash flow will not be affected.</p> | <p>基於現行財務報告的要求，估值變動已經及將繼續影響本集團之溢利／虧損，惟其現金流量將不受影響。</p> |
| <p>Key controls and mitigations:</p> | <p>主要監控及緩解對策：</p> |
| <p>Ensuring stable revenue streams is a practicable way to mitigate the adverse impact caused by valuation losses during economic downturns. Measures taken by the Group include the following:</p> | <p>在經濟下行期間，確保穩定的收入來源以減少估值虧損所帶來之負面影響切實可行。本集團所採取的相關措施包括：</p> |
| <ul style="list-style-type: none"> • To build up a more diversified tenant mix with the aim of maintaining a sustainable tenant portfolio • To launch creative and popular promotions so as to increase exposure, thereby stimulate consumer spending and add value to the IPs • To stay alert to market changes and tenant needs for retaining competitiveness and countering peer competition • To preserve quality of the IPs by carrying out maintenance and enhancement works | <ul style="list-style-type: none"> • 建立更多元化的租戶組合，以鞏固其持續性 • 推出有創意及受歡迎的宣傳活動以增加物業的曝光率，從而刺激消費及令投資物業價值上升 • 留意市場變化及租戶需求以保持競爭力及面對同行競爭 • 進行維修及改善工程以保持投資物業的質素 |

In addition to monitoring the impact of the principal risks that the Group is now facing by adjusting its corporate strategies and mitigating measures, the management will keep observing if there is any emerging risk which may affect the Group significantly on a regular basis.

除調整企業策略及風險緩解對策以掌控本集團現時面對之主要風險所帶來的影響外，管理層亦會定期檢視有否任何可能對本集團構成重大影響之潛在風險。

Auditor's Remuneration

An analysis of remuneration paid by the Company to its auditor, KPMG, in respect of audit and non-audit services provided to the Group during the financial year ended 31 March 2022 is set out below:

| | | HK\$'000 港幣千元 |
|--------------------|--------|------------------|
| Audit services | 核數服務 | 1,321 |
| Non-audit services | 非核數服務 | |
| • Tax services | • 稅務服務 | 96 |
| • Interim review | • 中期審閱 | 374 |
| | | 470 |
| | | 1,791 |

Shareholders' Relations

To enhance its accountability and promote transparency, the Company has adopted a shareholders' communication policy which provides the framework for even and timely dissemination of information to and maintaining an ongoing dialogue with its shareholders. Steps to be taken for handling inquiries and requests put forward by shareholders are set out in a separate document. According to the said policy and the Company's other policies as well as practices, channels of shareholder communication and engagement are summarised as below:

Encouraging participation/interaction

- The Company's general meeting is at least held annually so as to provide an opportunity for direct interaction between its shareholders and the Board. Shareholders are encouraged to participate in general meetings or appoint proxies to attend, speak and vote at meetings for and on their behalf if they are unable to attend. Board members, in particular, the Chairman of the Board and chairmen of the Board committees, or their delegates, appropriate management staff and the Company's external auditor normally attend annual general meetings to answer shareholders' questions.
- Shareholders are provided with means by which their enquiries can be put forward to the Board. Such channels, including designated email address (ttllcosec@tianteckgroup.com), correspondence address, fax number and telephone number, are made available on the Company's website. Contact of the Company's share registrar, Computershare Hong Kong Investor Services Limited who should deal with queries relating to shareholders' own shareholdings is also provided.

核數師酬金

本公司就其核數師 — 畢馬威會計師事務所於截至二零二二年三月三十一日止財政年度向本集團提供之核數及非核數服務而支付的酬金分析如下：

股東關係

為加強問責性和提升透明度，本公司已採納股東通訊政策，為公平及適時地向股東發放資訊，以及與股東維持緊密交流提供框架。處理股東查詢和要求之相關程序則載於另一獨立文件中。根據前述政策及本公司其他政策和慣例，與股東溝通及供參與的渠道摘要如下：

鼓勵參與／互相聯繫

- 本公司周年大會每年最少舉行一次，以提供機會予股東及董事會直接溝通。本公司鼓勵股東親自參加股東大會或如其未能出席，則委任代表代其出席，並在會上發言及投票。董事會成員，特別指董事會主席及董事會轄下之各委員會主席（或其委任代表）、合適的管理人員及本公司之外聘核數師在一般情況下均會出席股東周年大會以回答股東之提問。
- 本公司已為股東提供途徑以供其向董事會作查詢之用。該等途徑列載於本公司網站，當中包括指定的電郵地址 (ttllcosec@tianteckgroup.com)、通訊地址、傳真號碼及電話號碼。本公司股票登記處 — 香港中央證券登記有限公司則負責處理與股東所持有之股份有關的查詢，其聯絡方式亦載於網站內。

- A questionnaire is sent out together with the Company's annual report whereby shareholders can freely express their views on the Company's performance as well as concerns over any other matters affecting the Company.
- Views on key stakeholders are solicited by sending them questionnaires on a randomly selected basis.

Providing information

- Corporate communications, such as financial reports and announcements, are prepared in both English and Chinese versions and in plain language so as to make the documents understandable. Such documents are despatched to shareholders and released to the public domain in a timely manner.
- Information released by the Company to the HKEx is posted on the Company's website (tll.etnet.com.hk/eng/ca_calendar.php) thereafter.
- The Articles of Association of the Company which spell out shareholders' rights are published on the websites of the Company and the HKEx. During the financial year ended 31 March 2022, there were no changes made to the Articles of Association of the Company.
- The Company's dividend policy (as detailed hereinafter) which sets out considerations taken by the Board in determining dividends as well as conditions in which dividends can be declared is disclosed in annual report as required by the Listing Rules annually.
- Ways for shareholders to convene general meetings and put forward proposals thereat are set out in annual report.

Subject to applicable legislation and regulations, in particular the Hong Kong Companies Ordinance, the Listing Rules and the Articles of Association of the Company as amended from time to time, shareholders of the Company ("Shareholders", and each a "Shareholder") may convene general meetings and put forward proposals at general meetings. The relevant procedure is set out below:

- 為提供渠道讓股東可自由地就本公司表現及任何影響本公司的其他事宜發表意見，本公司會隨年報附上問卷一份。
- 本公司會以隨機抽樣方式向主要利益相關者發出問卷以收集意見。

提供資料

- 本公司之公司通訊，如財務報告及公告，均以中、英文撰寫，並以淺白的語言編製，務使文件易於理解。該等文件會在適當的時候寄發予股東及於公共平台發布。
- 所有本公司向交易所發布的資料均會隨後登載於本公司網站(tll.etnet.com.hk/eng/ca_calendar.php)。
- 本公司組織章程細則詳列股東權益，並登載於本公司及交易所網站。於截至二零二二年三月三十一日止財政年度內，本公司並無就其組織章程細則作出任何修訂。
- 本公司的股息政策(詳情見下文)列明董事會在釐定股息時所考慮的因素，以及可宣派股息的條件，並會按上市規則規定每年在年報內披露。
- 股東召開股東大會及於大會上提出建議的方法均載於年報內。

根據適用之法例及規則，特別指香港《公司條例》、上市規則及不時修訂之本公司組織章程細則，本公司股東(「股東」)可循下述之途徑召開股東大會及於股東大會上提出建議：

To convene an Annual General Meeting (“AGM”)

- The Company holds a general meeting as its AGM every year. An AGM is usually held in September.
- If the Company fails to hold an AGM (which is unlikely to occur) after 6 months have elapsed since the end of the Company’s financial year, any Shareholder may apply to the court in Hong Kong which, on such application, may call or direct the calling of an AGM of the Company.

To move a resolution at an AGM

- Shareholder(s) can make a request to circulate a resolution for an AGM if they represent at least:
 - (a) 2.5% of the total voting rights of all the Shareholders who have a right to vote on the resolution at the AGM to which the request relates; or
 - (b) 50 Shareholders who have a right to vote on the resolution at the AGM to which the request relates.
- The request must:
 - (a) be sent in hard copy form to the Deputy Chairman of the Board at 9th Floor, iSQUARE, 63 Nathan Road, Tsim Sha Tsui, Kowloon, Hong Kong, the registered office of the Company;
 - (b) identify the proposed resolution;
 - (c) be signed by all the Shareholder(s) concerned; and
 - (d) be received by the Company not later than 6 weeks before the AGM to which the request relates or if later, the time at which notice of the AGM is despatched.
- The request will be verified with the Company’s share registrar and upon its confirmation that the request is proper and in order, the company secretary will request the Board to include the resolution in the agenda for the AGM. On the contrary, if the request is verified as not in order, the Shareholder(s) concerned will be advised of this outcome and accordingly, the proposed resolution will not be included in the agenda for the AGM.

召開股東周年大會

- 本公司每年舉行一次股東大會作為其股東周年大會。股東周年大會一般於9月舉行。
- 倘若本公司於財政年度終結日起計6個月後仍未舉行股東周年大會(此情況幾乎不可能發生)，則任何股東均可向香港法院提出申請，並由法院召開或下令召開本公司股東周年大會。

在股東周年大會上動議

- 如股東符合以下條件，則可要求傳閱於股東周年大會提呈的決議案：
 - (a) 佔全體有權在上述要求所涉及的股東周年大會上，就相關決議案表決的股東之總表決權最少2.5%的股東；或
 - (b) 最少50名有權在上述要求所涉及的股東周年大會上，就相關決議案表決的股東。
- 該要求必須：
 - (a) 以印本形式送抵本公司註冊辦事處——香港九龍尖沙咀彌敦道63號國際廣場9樓，並註明董事會副主席收啟；
 - (b) 指明所建議的決議案；
 - (c) 獲所有相關股東簽署；及
 - (d) 於該要求所涉及的股東周年大會舉行前不少於6星期，或如遲於前述時間，則在該股東周年大會通告發出之時送抵本公司。
- 該要求將由本公司股票登記處核實，在確定其為合適及妥當後，公司秘書會要求董事會將有關決議案納入股東周年大會議程內。相反，倘若該要求被核實為不妥當，則相關股東將獲通知該結果，所提呈的決議案亦將因此不會被納入股東周年大會的議程內。

To convene a General Meeting (“GM”)

- Shareholder(s) representing at least 5% of the total voting rights of all the Shareholders having a right to vote at GMs can request the Directors to call a GM.
- The request:
 - (a) must state the general nature of the business to be dealt with at the meeting;
 - (b) may include the text of a resolution that may properly be moved and is intended to be moved at the meeting;
 - (c) may consist of several documents in like form;
 - (d) must be sent in hard copy form to the Deputy Chairman of the Board at 9th Floor, iSQUARE, 63 Nathan Road, Tsim Sha Tsui, Kowloon, Hong Kong, the registered office of the Company; and
 - (e) must be signed by all the Shareholder(s) concerned.
- The request will be verified with the Company’s share registrar and upon its confirmation that the request is proper and in order, the company secretary will request the Board to convene a GM by serving sufficient notice in accordance with the statutory requirements to all the registered Shareholders. On the contrary, if the request is verified as not in order, the Shareholder(s) concerned will be advised of this outcome and accordingly, a GM will not be convened as requested.
- Directors must call a GM within 21 days after the date on which they become subject to the requirement and the meeting so called must be held on a date not more than 28 days after the date of the notice convening the meeting.
- If the Directors do not convene a GM as required, the Shareholder(s) concerned or any of them representing more than one half of the total voting rights of all of them may themselves call a GM, and the meeting so convened must be called for a date not more than 3 months after the date on which the Directors become subject to the requirement to call a GM. The Company must reimburse any reasonable expenses incurred by the Shareholder(s) requesting the GM by reason of the failure of the Directors duly to call a GM.

召開股東大會

- 佔全體有權在股東大會上表決的股東總表決權最少5%的股東可要求本公司董事召開股東大會。
- 該要求：
 - (a) 必須說明將於大會上處理之事務的一般性質；
 - (b) 可包含可在大會上恰當地動議，並擬於大會上動議之決議案的文本；
 - (c) 可由數份格式相近的文件組成；
 - (d) 必須以印本形式送抵本公司註冊辦事處—香港九龍尖沙咀彌敦道63號國際廣場9樓，並註明董事會副主席收啟；及
 - (e) 必須獲所有相關股東簽署。
- 該要求將由本公司之股票登記處核實，在確定其為合適及妥當後，公司秘書將要求董事會召開股東大會，並按法定要求向所有登記股東發出充足的通知。相反，倘若該要求經核實為不妥當，相關股東將獲通知該結果，股東大會亦將因此不會應要求而召開。
- 董事須於其受到規限的日期後21天內安排召開股東大會，因此而安排召開的大會亦須於召開該大會之通知書發出日期後28天內舉行。
- 如本公司董事沒有按要求召開股東大會，相關股東或當中任何持有超過相關股東總表決權二分之一的股東可自行安排召開股東大會，因此而安排召開的大會須在董事受到規限的日期後3個月內召開。本公司必須向要求召開股東大會的股東付還任何因董事沒有妥為召開股東大會而引致的合理開支。

To propose a person other than a Director of the Company for election as a Director at a GM, including an AGM

- In accordance with its Articles of Association, the Company at the meeting at which a Director retires may fill the vacated office by electing a person thereto. If a Shareholder (other than the person to be nominated as mentioned hereinafter), who is duly qualified to attend and vote at the GM for which the notice of intention as hereinafter described is to be given, wishes to propose a person other than a retiring Director of the Company for election as a Director of the Company at any GM, he/she should sign and deposit a notice of intention to that effect at 9th Floor, iSQUARE, 63 Nathan Road, Tsim Sha Tsui, Kowloon, Hong Kong, the registered office of the Company, for the attention of the Board together with a notice signed by the nominated person of his/her willingness to be elected. The minimum length of period during which such notices are given shall be at least 7 days and the period for lodgement shall commence no earlier than the day after despatch of the notice of the meeting appointed for such election (inclusive of such day) and end no later than 7 days prior to the date of such GM ("Lodgement Period").
- To enable the Company to inform Shareholders of the foregoing proposal, the written notices as mentioned above shall be accompanied by (i) the information of the nominated person as required to be disclosed under Rule 13.51(2) of the Listing Rules and (ii) the written consent of the nominated person to the publication of his/her personal data.
- Relevant procedure and the Lodgement Period for each such GM will be set out in the corresponding circular to be despatched to the Shareholders.
- If the notice is received less than 15 clear days prior to the GM, the Company will consider adjourning the GM in order to allow Shareholders at least 14 clear days or 10 clear business days' notice of the proposal, whichever is the longer.

於股東大會(包括股東周年大會)提名非本公司董事之人士候選董事

- 根據本公司組織章程細則，在董事退任的會議上，本公司可選舉一位人士填補有關空缺。倘若一名符合資格出席股東大會、並在會上投票之股東(下文提及之獲提名人士除外)有意於股東大會上提名非本公司退任董事之人士為本公司候選董事，他/她須就此目的而簽署意向通知書，並連同獲提名人士簽署的願意參選通知書，送抵本公司註冊辦事處 — 香港九龍尖沙咀彌敦道63號國際廣場9樓，且註明董事會收啟。發出該等通知書的最短期限應不少於7天，而遞交期限須不早於寄發相關股東大會通告後當日(包括該日)開始，且不遲於相關股東大會舉行之日前7天止(「遞交期限」)。
- 為使本公司能將前述之建議通知股東，上述所提及之書面通知書須附有(i)獲提名人士按上市規則第13.51(2)條規定而須披露的資料及(ii)其就刊登其個人資料的書面同意書。
- 各股東大會相關的程序及遞交期限將列載於寄發予股東的相關通函內。
- 如本公司於股東大會舉行前少於足15天方接獲通知書，則本公司將考慮休會，以給予股東最少足14天或足10個工作天(以時間較長者為準)的建議通知。

Circulation of Statement at a GM, including an AGM

- Eligible Shareholders can express their views on a matter mentioned in a proposed resolution or other business to be dealt with at a GM in a written statement of not more than 1,000 words and request the Company to circulate it to Shareholders entitled to receive notice of a GM. Eligible Shareholders must represent at least:
 - (a) 2.5% of the total voting rights of all the Shareholders having the relevant right to vote; or
 - (b) 50 Shareholders having the relevant right to vote.
- For a statement concerning a matter mentioned in a proposed resolution, “the relevant right to vote” means a right to vote on that resolution at the meeting to which the request relates. For a statement concerning other business, “the relevant right to vote” means a right to vote at the meeting to which the request relates.
- The request must:
 - (a) be sent in hard copy form to the Deputy Chairman of the Board at 9th Floor, iSQUARE, 63 Nathan Road, Tsim Sha Tsui, Kowloon, Hong Kong, the registered office of the Company;
 - (b) identify the statement to be circulated;
 - (c) be signed by all the Shareholder(s) concerned; and
 - (d) be received by the Company at least 7 days before the meeting to which it relates.

於股東大會(包括股東周年大會)傳閱陳述書

- 合資格股東可以不超過1,000字的書面陳述書就建議之決議案所提及的事宜或其他有待在股東大會上處理的事務表達意見，並可要求本公司向有權接收股東大會通告的股東傳發該陳述書。合資格股東必須最少：
 - (a) 佔全體持有相關表決權之股東總表決權的2.5%；或
 - (b) 是50名擁有相關表決權的股東。
- 對建議之決議案所提及之事宜的陳述書而言，「相關表決權」指在相關要求所涉及的大會上就該決議案表決的權利。對關於其他事務的陳述書而言，「相關表決權」指在相關要求所涉及的大會上表決的權利。
- 該要求必須：
 - (a) 以印本形式送抵本公司註冊辦事處——香港九龍尖沙咀彌敦道63號國際廣場9樓，並註明董事會副主席收啟；
 - (b) 指明將予傳閱的陳述書；
 - (c) 獲所有相關股東簽署；及
 - (d) 於該要求所涉及的大會舉行前最少7天送抵本公司。

- The request will be verified with the Company's share registrar and upon its confirmation that the request is proper and in order, the Company will circulate the statement to Shareholders entitled to receive notice of the meeting provided that:

- (a) if the request relates to an AGM,
 - (i) the statement is received in time to enable the Company to send a copy of the statement at the same time as the notice of AGM is despatched; or
 - (ii) otherwise, the Shareholder(s) concerned have, not later than 7 days before the AGM, deposited a sum reasonably sufficient to meet the Company's expenses in circulating the statement submitted by the Shareholder(s) concerned.
- (b) if the request relates to a GM other than an AGM, the Shareholder(s) concerned have, not later than 7 days before the GM, deposited a sum reasonably sufficient to meet the Company's expenses in circulating the statement submitted by the Shareholder(s) concerned.

On the contrary, if the request is verified as not in order or as not having received in time for the Company to send a copy of the statement together with the notice of AGM or the Shareholder(s) concerned has/have failed to deposit sufficient money to meet the Company's expenses for the circulation purpose within the time frame (as the case may be), the Shareholder(s) concerned will be advised of this outcome and accordingly, the statement will not be circulated to Shareholders entitled to receive notice of the meeting.

- 該要求將由本公司股票登記處核實，在確定其為合適及妥當後，本公司將向有權接收大會通告的股東傳發該陳述書，惟需符合以下情況：

- (a) 如該要求涉及股東周年大會，
 - (i) 陳述書必須及時送達本公司，令本公司可在發出股東周年大會通告之時將其副本一併寄發；或
 - (ii) 否則，相關股東須不遲於股東周年大會前7天繳存一筆合理足夠的款項，以支付本公司因傳閱相關股東遞交的陳述書而產生的開支。
- (b) 如該要求涉及股東周年大會以外的股東大會，相關股東須不遲於股東大會前7天繳存一筆合理足夠的款項，以支付本公司因傳閱相關股東遞交的陳述書而產生的開支。

相反，倘若該要求經核實為不妥當，或本公司未能及時收到陳述書以在發出股東周年大會通告之時將其副本一併寄發，或相關股東未能於指定期限內繳存足夠的款項以支付本公司作傳閱用途的開支（視乎情況），相關股東將獲通知有關結果，陳述書亦因此將不會向有權接收股東大會通告的股東傳發。

Dividend policy

With the aim of providing Shareholders with a sustainable dividend stream, the Company has adopted a dividend policy which lays down guidelines to the Board in determining dividends. It clearly sets out considerations the Board shall take into account when proposing dividends. These factors include, inter alia, financial performance, working capital requirements and future development plans of the Company and general economic environment. Subject to all applicable laws, rules, regulations and the Articles of Association of the Company, the Board may declare dividends provided that there is a profit (excluding valuation changes) for the year/period concerned. To give flexibility to the Board in making payout decisions after having regard to the circumstances then pertaining, the dividend policy does not specify any payout ratio, the form dividends shall take or frequency they shall be declared. This policy will be subject to review by the Board from time to time and updated as and when considered necessary.

股息政策

在可持續向股東派發股息為目標下，本公司已制定股息政策，為董事會就釐定股息提供指引。該政策清楚列明董事會於建議派發股息時所需考慮的事項，當中包括但不局限於本公司的財務表現、營運資金需求及未來發展計劃，以及整體經濟環境。根據所有適用之法律、條例、規則及本公司組織章程細則，董事會只可在相關年度／期間出現溢利(估值變動不包括在內)的情況下宣派股息。為給予董事會按當時之情況作出派息決定的靈活性，本公司之股息政策沒有設定任何派息比率、形式或股息宣派次數。董事會將不時檢討，並在有需要時更新此政策。

Corporate Social Responsibility Report

企業社會責任報告

Governance Structure

Being a responsible enterprise, the Company is not only concerned with its financial growth but also its non-financial performance. The Company recognises that the manner in which it conducts business will impact on the environment and society. As such, the management strives to make a positive contribution to the sustainability development of the environment and society by integrating the socially responsible practices in its daily operation. Under the sustainability governance structure, the Board assumes an overall responsibility for the Company's sustainability matters and oversees all related strategy management, performance and reporting whilst the Executive Directors are accountable for driving environmental and social responsibilities initiatives and reviewing their practices for performance improvement. With the assistance of the management and through the risk assessment exercise, the Board also determines relevance of the sustainability issues and reviews the Company's performance on emissions, waste disposal, energy use and water efficiency on a regular basis so as to ensure progress made against the corresponding targets is properly managed.

Reporting Scope

This Corporate Social Responsibility Report provides a review on the Group's performance of its environmental and social responsibilities for the financial year ended 31 March 2022. As iSQUARE is the Group's main business operation, its performance is included herein unless otherwise specified.

Approach and Strategy

This report is prepared in accordance with the Environmental, Social and Governance Reporting Guide ("Guide") as set out in Appendix 27 to the Listing Rules. Its content is determined through a process which involves identification of stakeholders and relevant issues in relation to environmental and social responsibilities and prioritisation of the issues to be reported after taking into account the stakeholders' expectations and the Group's unique business nature. In this report, only the environmental and social responsibilities initiatives and performance that are material and/or relevant to the Group and its stakeholders are outlined. During the financial year ended 31 March 2022, the Company complied with all the mandatory disclosure requirements and "comply or explain" provisions, where applicable, set out in the Guide.

管治架構

作為一負責任企業，本公司不僅關注其財務增長，亦重視非財務方面的表現。本公司明白其營運方式會對環境及社會帶來影響，因此，管理層通過將社會責任實踐引入日常營運中，力求為環境及社會可持續發展作出貢獻。在可持續發展的管治架構下，董事會對本公司的可持續發展事宜承擔全部責任，並監督所有相關的策略管理、表現和匯報，而執行董事則負責推動與環境及社會責任有關的措施及就其推行情況作出檢討，以改善本公司表現。董事會亦透過風險評估及在管理層的協助下釐定可持續發展事宜的相關性，並定期檢討本公司在排放、廢物棄置、能源使用和用水效益的表現，以確保相關的目標進度得以妥善掌控。

報告範圍

本企業社會責任報告提供本集團截至二零二二年三月三十一日止財政年度環境及社會責任表現的概覽。由於國際廣場是本集團經營的主要業務，除特別註明外，其表現已包含在本報告內。

方針及策略

本報告是按照上市規則附錄二十七所載之《環境、社會及管治報告指引》(「報告指引」)編製而成，其內容乃依據一系列程序而釐定，當中包括識別利益相關者和與環境及社會責任相關的事宜，及排列須報告事項的優先次序(在考慮利益相關者的期望及本集團獨有的業務性質後決定)。本報告只列出對本集團及其利益相關者具重要性及/或相關性的環境及社會責任活動及表現。於截至二零二二年三月三十一日止財政年度，本公司均有遵守報告指引所載的強制披露規定及「不遵守就解釋」中所有適用的條文。

Stakeholders' Engagement and Materiality Assessment

To truly understand the views and expectations of the stakeholders on sustainable development, the Company keeps ongoing communication with its key stakeholders. During the year under review, the Company engaged its shareholders, employees, business partners and tenants through face-to-face discussions and/or questionnaires. Reporting issues are identified according to the impact of the issues on the Group's business and stakeholders as evaluated by the management and the stakeholders respectively.

Environmental Issues Policy

Since the management acknowledges that the Group shall take into account the impact of its business operation on the environment while achieving financial growth, the Group has adopted an environmental policy with a focus on the following:

1. ensuring full compliance with applicable legislation and requirements
2. setting up long-term carbon emission reduction targets
3. enhancing behavioural change among staff through internal communication and awareness activities
4. where practicable,
 - incorporating environmental considerations into contracting decisions and tenant selection
 - adopting eco-friendly practices in daily operation
 - disposing of waste in an environmentally responsible way
 - reducing waste, and reusing and recycling materials
5. communicating the Group's policy to the management company of iSQUARE and encouraging it to integrate the environmental concerns into its operation process

利益相關者的參與及重要性評估

為確切了解利益相關者對持續發展的意見及期望，本公司與其主要利益相關者一直保持聯繫。於本年度，本公司以會面及／或問卷調查的方式與其股東、僱員、業務伙伴及租戶溝通。報告事項是依據管理層及利益相關者分別就該等事項對本集團業務及利益相關者本身所帶來之影響作出評估後確立。

環境議題政策

由於管理層認為本集團應在獲享財務增長之同時，關注其業務運作對環境的影響，故本集團已訂定環境政策，並著眼於以下方面：

1. 確保完全遵守適用之法例及規定
2. 制定長期減少碳排放量的目標
3. 透過內部溝通及提升環保意識的活動改善員工習慣
4. 在可行的情況下，
 - 將環境因素納入作出外判決定和挑選租戶時須考慮之列
 - 將有利環保的操作貫徹於日常營運中
 - 採用對環境負責任的方式處置廢物
 - 減少廢物，並重用及回收物料
5. 向國際廣場的管理公司傳達本集團的政策，並鼓勵其將環境相關之部分融入營運流程中

Initiatives

In order to support environmental conservation, the Group, in addition to its practice in collecting used/useless lai see packets for recycling, participated in the lai see packets reuse programme organised by Greeners Action during the year under review by sponsoring it for the event and providing iSQUARE as one of the collection points. The Group also took part in “Earth Hour 2022” organised by World Wide Fund for Nature (“WWF”) with a view to enhancing environmental awareness among staff. During the reporting year, a sustainability initiatives scheme was launched whereby employees were incentivised to give proposals on eco-friendly practices in office.

Simultaneously, the Group continues to operate office facilities in an environmentally responsible manner, for instance:

- using water-saving sanitary fittings, such as dual flushing cisterns and photo-sensor water taps
- purchasing white paper with FSC certification only
- disposing of used paper which is good for recycling through a paper recycling company
- employing multi-zone lighting controls
- returning used toners/cartridges to suppliers for recycling
- using environmentally friendly paper for printing corporate communication to shareholders
- switching off air-conditioning, lights and computers when they are not in use

措施

為對環境保護作出支持，本集團除了一如以往回收已使用／棄用的利是封外，於本年度亦透過贊助及借用國際廣場為其中一個收集點的形式參與由綠領行動舉辦的利是封重用計劃。此外，本集團參與由世界自然基金會主辦之「地球一小時2022」，旨在提升員工的環保意識。於報告年度，本集團推出一項關於可持續發展措施的獎勵計劃，藉此鼓勵員工就環保工作習慣提出建議。

同時，本集團繼續採用對環境負責的方式操作辦公室設施，例如：

- 使用節水衛生裝置，如雙掣式沖水坐廁和自動感應水龍頭
- 只購買獲FSC認證的白紙
- 經廢紙回收公司處理適合回收之已使用紙張
- 採用分區照明控制系統
- 退回已使用的碳粉盒／墨盒予供應商作回收之用
- 使用環保紙張印製公司通訊予股東
- 關掉非使用中的空調、電燈和電腦

For the purpose of matching up the Group's concern over environmental protection, iSQUARE, being the Group's main business operation, also takes proactive steps towards this end. During the year under review, not only did iSQUARE install flow controllers to water taps whenever practicable with the aim of improving water efficiency, it also took part in "Earth Hour 2022" and "Umbrella Bags Reduction Accreditation Program 2021" organised by WWF and Greeners Action respectively. To help enhance the public awareness in proper waste disposal, iSQUARE through the participation of a recycling scheme hosted by Greeners Action was a designated location for collecting properly disposed beverage cartons.

In addition to the aforesaid, iSQUARE keeps employing those green measures it has been using, such as:

- use of ultra low sulphur diesel for generator
- diversion of used water from cooling towers for flushing
- reviewing and, where possible, shortening daily operating hours of escalators, lifts, lights and air-conditioning at areas accessible by shoppers
- encouraging tenants to follow guidelines in relation to environmentally friendly practices and providing them with hints thereon through iSQUARE publications
- recycling waste paper, plastics and metals via the participation of the "Programme on Source Separation of Commercial and Industrial Waste" as organised by the Environmental Protection Department
- recycling glass bottles through the government-appointed glass management contractor
- equipping the building with energy saving features and materials, such as the use of glass curtain walls to minimise lighting sources and window films with anti-UV coating to reduce solar radiation and heat, where appropriate

為配合本集團對保護環境的關注，國際廣場 — 本集團經營的主要業務亦積極採取相應措施。於本年度，國際廣場不僅在可行的情況下於水龍頭安裝節流器以改善用水效益，亦分別參與由世界自然基金會及綠領行動主辦之「地球一小時2022」和「減少使用／派發雨傘膠袋審核認證計劃2021」。為提升公眾對妥善處置廢物的意識，國際廣場透過參與由綠領行動主辦的回收計劃，成為一個可收集已被妥善處理紙包飲品盒的指定地點。

除上文所述外，國際廣場持續採用已採納的環保措施，例如：

- 以超低含硫量柴油推動發電機
- 將冷卻塔的廢水用作沖廁
- 檢討及在可行的情況下，於購物人士可達的地方縮短扶手電梯、升降機、電燈和空調的日常運作時段
- 鼓勵租戶依從關於環保措施的指引及透過國際廣場刊物向其發出相關的提示
- 透過參與由環境保護署舉辦的「工商業廢物源頭分類計劃」回收廢紙、塑膠及金屬
- 透過政府指定的玻璃管理承辦商回收玻璃樽
- 於大廈使用節能設計及物料，如裝設玻璃幕牆以減少對光源的需求和在合適的位置加貼防紫外線薄膜以減少太陽輻射及熱力

With the implementation of various energy saving initiatives during the year under review, including those adopted as a result of the reduced number of shoppers due to COVID-19 pandemic, the amount of electricity purchased by iSQUARE from power company and the indirect greenhouse gas (“GHG”) emissions generated therefrom dropped by approximately 22.74% and 52.92% respectively (details of which are shown in the table below) when compared with the figures of the financial year ended 31 March 2015, i.e. the year in which relevant energy numbers were first collected.

受惠於本年度所推行的多項節能措施，包括因2019冠狀病毒病大流行引致人流減少而採取者，國際廣場從電力公司購買的電力及因此而產生的間接溫室氣體排放量與截至二零一五年三月三十一日止財政年度（即本集團首次整理相關能源數據之年份）的數字比較，分別下跌約22.74%及52.92%（詳情見下表）。

| Issues | 事項 | Year ended 31 March | | |
|--|----------------------------------|---------------------|----------|-----------|
| | | 截至3月31日止年度 | | |
| | | 2022 | 2021 | 2015 |
| Amount of purchased electricity (MWh) | 購電量(兆瓦小時) | 10,464.57 | 9,352.44 | 13,544.42 |
| Indirect GHG emissions from purchased electricity (tonnes of CO ₂ equivalent) | 因生產所購買的電力而產生的間接溫室氣體排放量(公噸二氧化碳當量) | 4,081.18 | 3,460.40 | 8,668.43 |

Performance

Since the Group is principally engaged in property investment and investment holding, and iSQUARE is predominantly service-oriented, the total amount of direct GHG emissions generated by them is relatively small. The largest contributor to the carbon footprint of the Group (including iSQUARE) in the year under review was the indirect GHG emissions from electricity consumption.

1. GHG emissions¹ (CO₂ equivalent)

| Indicators | 指標 | Year ended 31 March | |
|---|--------------------------------|---------------------|----------|
| | | 截至3月31日止年度 | |
| | | 2022 | 2021 |
| Direct sources (Scope 1)¹ | 直接來源(範圍1)¹ | | |
| • Diesel ² (tonnes) | • 柴油 ² (公噸) | 0.65 | 0.68 |
| Indirect sources (Scope 2)¹ | 間接來源(範圍2)¹ | | |
| • Electricity ³ (tonnes) | • 電力 ³ (公噸) | 4,102.50 | 3,482.07 |
| Other indirect sources (Scope 3)¹ | 其他間接來源(範圍3)¹ | | |
| • Electricity used for processing fresh water ⁴ (tonnes) | • 處理食水而使用的電力 ⁴ (公噸) | 20.59 | 13.11 |
| • Electricity used for processing sewage ⁵ (tonnes) | • 處理污水而使用的電力 ⁵ (公噸) | 9.76 | 6.38 |
| • Paper waste disposed at landfills ⁶ (tonnes) | • 棄置於堆填區的廢紙 ⁶ (公噸) | 0.19 | 0.44 |
| Total GHG emissions (Scopes 1, 2 and 3) (tonnes) | 溫室氣體總排放量(範圍1、2及3)(公噸) | 4,133.69 | 3,502.68 |
| GHG emissions avoided | 避免的溫室氣體排放 | | |
| • Recycling of paper ⁷ (tonnes) | • 紙張回收 ⁷ (公噸) | (146.21) | (159.84) |

2. Energy consumption

| Indicators | 指標 | Year ended 31 March | |
|---|---------------------------|---------------------|----------|
| | | 截至3月31日止年度 | |
| | | 2022 | 2021 |
| Direct energy consumption | 直接能源消耗 | | |
| • Diesel ⁸ (MWh) | • 柴油 ⁸ (兆瓦小時) | 2.73 | 2.85 |
| Indirect energy consumption | 間接能源消耗 | | |
| • Electricity ⁹ (MWh) | • 電力 ⁹ (兆瓦小時) | 10,519.22 | 9,411.01 |
| Total energy consumption (MWh) | 能源消耗總量(兆瓦小時) | 10,521.95 | 9,413.86 |
| Total energy consumption per m ² of floor area (MWh/m ²) | 每平方米樓面面積之能源消耗總量(兆瓦小時/平方米) | 0.20 | 0.18 |

表現

由於本集團主要從事物業投資及投資控股，而國際廣場則主要以服務為本，其所產生的直接溫室氣體總排放量相對少。於本年度，因用電而產生的間接溫室氣體排放是本集團(包括國際廣場)碳足跡的主要來源。

1. 溫室氣體排放¹(二氧化碳當量)

2. 能源消耗

3. Paper consumption¹⁰3. 紙張消耗¹⁰

| Indicators | 指標 | Year ended 31 March 截至3月31日止年度 | |
|---|----------------|-----------------------------------|----------|
| | | 2022 | 2021 |
| • Office paper (kg) | • 辦公室用紙(公斤) | 506.64 | 552.38 |
| • Paper for printing corporate communication (kg) | • 印製公司通訊用紙(公斤) | 1,312.18 | 1,359.19 |
| Total paper consumption (kg) | 總耗紙量(公斤) | 1,818.82 | 1,911.57 |

4. Water consumption¹¹4. 用水量¹¹

| Indicators | 指標 | Year ended 31 March 截至3月31日止年度 | |
|--|----------------------------|-----------------------------------|-----------|
| | | 2022 | 2021 |
| Total water consumption (m ³) | 總用水量(立方米) | 48,072.00 | 31,418.00 |
| Total water consumption per m ² of floor area (m ³ /m ²) | 每平方米樓面面積之用水總量 (立方米/平方米) | 0.91 | 0.59 |

As the Group is situated at i SQUARE where water is provided by the Water Supplies Department, the Group (including i SQUARE) does not encounter any problem in sourcing water for daily operation.

由於本集團辦事處位於國際廣場，而國際廣場之供水乃來自水務署，故本集團(包括國際廣場)在日常運作上並無遇上水源供應的任何問題。

5. Waste management

5. 廢物管理

| Indicators | 指標 | Year ended 31 March 截至3月31日止年度 | |
|---|---------------------------------|-----------------------------------|-----------|
| | | 2022 | 2021 |
| Non-hazardous waste disposed at landfills¹² | | | |
| 棄置於堆填區的無害廢棄物¹² | | | |
| Total non-hazardous waste disposed at landfills (tonnes) | 棄置於堆填區的無害廢棄物總量(公噸) | 1,301.49 | 1,256.84 |
| Total non-hazardous waste disposed at landfills per m ² of floor area (tonnes/m ²) | 每平方米樓面面積之棄置於堆填區的無害廢棄物總量(公噸/平方米) | 0.02 | 0.02 |
| Waste collected for recycling | | | |
| 廢料回收 | | | |
| • Paper ¹³ (kg) | • 紙張 ¹³ (公斤) | 30,460.00 | 33,300.00 |
| • Plastics ¹⁴ (kg) | • 塑膠 ¹⁴ (公斤) | 203.00 | 196.00 |
| • Metals ¹⁵ (kg) | • 金屬 ¹⁵ (公斤) | 163.00 | 149.00 |
| • Toners/cartridges ¹⁶ (pieces) | • 碳粉盒/墨盒 ¹⁶ (件) | 13 | 17 |
| • Glass ¹⁷ (kg) | • 玻璃 ¹⁷ (公斤) | 2,332.00 | 633.00 |

Note 1: GHG emissions, including classification and calculation basis, are based on the “Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong” as prepared by the Electrical and Mechanical Services Department and the Environmental Protection Department (“Hong Kong GHG Guidelines”). All numbers in this table, where applicable, are rounded to two decimal places.

Boundary for the scopes

Scope 1 is the direct GHG emissions from the emergency generator owned and controlled by iSQUARE. It excludes any offsets, if available.

Scope 2 is the indirect GHG emissions that are resulted from the generation of electricity which the Group (including iSQUARE but excluding tenants which purchased power through their own metered supply) purchased from power company for own consumption.

Scope 3 is other indirect GHG emissions that (i) come from paper waste disposed by the Group (excluding iSQUARE) at landfills; and (ii) are relevant to the activities of the Group and/or iSQUARE and are generated due to electricity used for processing fresh water and sewage, excluding those operated from tenants’ own metered supply, by government departments.

The breakdown of Scope 1 GHG emissions in respect of the financial year ended 31 March 2022 is as follows: carbon dioxide (0.65 tonnes of CO₂ equivalent), methane (0.0001 tonnes of CO₂ equivalent) and nitrous oxide (0.0006 tonnes of CO₂ equivalent).

Note 2: Emissions are calculated as per the amount of diesel consumed by the emergency generator of iSQUARE, and the emission factors and the Global Warming Potentials set out in the Hong Kong GHG Guidelines.

Note 3: Emissions are calculated according to the amount of electricity purchased by the Group (including iSQUARE) for own consumption as shown in electricity bills and the latest emission factor as published by the relevant electricity provider.

Note 4: Emissions are calculated based on the amount of water consumed by the Group (including iSQUARE) as shown in water bills, the latest available unit electricity consumption of fresh water as published by the Water Supplies Department and the territory-wide default value of purchased electricity.

Note 5: Emissions are calculated based on the amount of water consumed by the Group (including iSQUARE) as shown in water bills and the default emission factor (which is determined according to the purpose of water used, the latest available unit electricity consumption of processing sewage as published by the Drainage Services Department and the territory-wide default value of purchased electricity).

Note 6: Emissions are calculated based on the amount of office paper consumed by the Group (excluding paper generated by the management company engaged to run iSQUARE (“MgtCo”) for any purpose in relation to iSQUARE) net of office paper collected for recycling and the relevant emission factor set out in the Hong Kong GHG Guidelines.

Note 7: Emissions avoided are calculated according to the amount of paper collected for recycling (including paper generated within the Group, paper tendered by external parties to the Group, and paper disposed through iSQUARE) and the relevant emission factor provided in the Hong Kong GHG Guidelines.

Note 8: Energy consumption is calculated based on the amount of diesel consumed by the emergency generator at iSQUARE and the relevant conversion factor set out in the “List of common conversion factors (Engineering conversion factors)” as published by IOR Energy Pty Ltd.

註1：溫室氣體排放，包括分類及計算基準，是根據機電工程署及環境保護署所編製的《香港建築物（商業、住宅或公共用途）的溫室氣體排放及減除的核算和報告指引》（「香港溫室氣體指引」）中所述之規定呈報。所有載於本列表之數字均在適用的情況下化整至小數點後兩位列示。

範圍的邊界

範圍1指國際廣場擁有及控制之緊急發電機所產生的直接溫室氣體排放，當中不包括任何抵銷（如適用）。

範圍2指生產本集團（包括國際廣場）從電力公司購買供自用的電力（租戶透過其獨立電錶而購買的電力除外）而引致的間接溫室氣體排放。

範圍3指(i)來自本集團（不包括國際廣場）棄置於堆填區的廢紙及(ii)與本集團及／或國際廣場活動有關，且涉及政府部門需就處理食水及污水（租戶透過其獨立水錶者除外）而耗用電力所引致的其他間接溫室氣體排放。

本集團於截至二零二二年三月三十一日止財政年度產生，且屬範圍1溫室氣體排放之分類如下：二氧化碳（0.65公噸二氧化碳當量）、甲烷（0.0001公噸二氧化碳當量）及氧化亞氮（0.0006公噸二氧化碳當量）。

註2：排放量是按國際廣場緊急發電機的柴油使用量及香港溫室氣體指引中列載之排放係數及全球變暖潛勢計算。

註3：排放量是根據本集團（包括國際廣場）電費單上所列示購買供自用之電力使用量及相關電力供應商最新公布的排放係數計算。

註4：排放量是按本集團（包括國際廣場）水費單上所列示之用水量，水務署最新公布的食水每單位耗電量及所購電力的全港性預設值計算。

註5：排放量是按本集團（包括國際廣場）水費單上所列示之用水量及預設排放係數（此係數是依據排放源的用途、渠務署最新公布的處理污水每單位耗電量及所購電力的全港性預設值而釐定）計算。

註6：排放量是按本集團在扣除收集作回收後的辦公室用紙量（因經營國際廣場而聘用的管理公司（「管理公司」）就任何涉及國際廣場而產生的紙張不被計算在內）及香港溫室氣體指引中列載之相關排放係數計算。

註7：避免的排放量是根據收集作回收之紙張數量（包括由本集團產生、外界交予本集團及經國際廣場處理的紙張）及香港溫室氣體指引中列載之相關排放係數計算。

註8：能源消耗是按國際廣場緊急發電機的柴油使用量及由IOR Energy Pty Ltd編製的“List of common conversion factors (Engineering conversion factors)”中所列載之相關轉換係數計算。

Note 9: Energy consumption is the amount of electricity purchased by the Group (including iSQUARE) for own consumption as shown in electricity bills.

註9：能源消耗指本集團(包括國際廣場)電費單上所列示購買供自用之電力使用量。

Note 10: Referring to paper generated by the Group only (excluding paper generated by the MgtCo for any purpose in relation to iSQUARE).

註10：僅指本集團產生的紙張(管理公司就任何涉及國際廣場而產生的紙張不被計算在內)。

Note 11: Being the amount of water used by the Group (including iSQUARE) as shown in water bills.

註11：本集團(包括國際廣場)水費單上所列示之用水量。

Note 12: Being the estimated amount of general waste disposed through iSQUARE, including those generated by the Group. Such amount is derived based on the aggregate of the average daily amount of general waste for (i) weekdays and (ii) weekends/public holidays as collected and weighed by the cleaning contractor of iSQUARE at different time slots multiplied by the number of relevant days in a year.

註12：經國際廣場處理之一般廢物(包括由本集團產生的一般廢物)的估計數量。該數量是按照國際廣場清潔承辦商在不同時段收集及稱量一般廢物後而得出之(i)平日及(ii)周末/公眾假期每天平均棄置量乘以全年相關日數之總和。

Note 13: Including paper generated within the Group, paper tendered by external parties to the Group, and paper disposed through iSQUARE.

註13：包括由本集團產生、外界交予本集團及經國際廣場處理的紙張。

Note 14: Being plastics disposed through iSQUARE.

註14：經國際廣場處理的塑膠。

Note 15: Being metals disposed through iSQUARE.

註15：經國際廣場處理的金屬。

Note 16: Being toners/cartridges used by the Group.

註16：本集團已使用的碳粉盒/墨盒。

Note 17: Being glass bottles disposed through iSQUARE.

註17：經國際廣場處理的玻璃瓶。

Due to the business nature, the Group (including iSQUARE) does not generate a quantifiable amount of hazardous waste and disclosure of total packaging material used for finished products is not applicable.

由於其業務性質，本集團(包括國際廣場)並無產生可計量的有害廢棄物，而就製成品所用包裝材料總量的披露則不適用。

Climate

Climate change has become one of the major global issues in recent years. As a responsible entity, the Group remains vigilant and is committed to responding to the climate-related risks through its operation. In determining the relevance and extent of the climate-related exposure facing the Group, the Company holds Board-level discussions with particular regard paid to their financial and operational implications on the Group and conducts group-wide risk assessment exercise pursuant to the guidelines delineated in the Company's risk management policy. Position and principles adopted by the Group in managing impact arising from climate change are set out in the Company's environmental policy (summary of which is mentioned hereinbefore).

氣候

氣候變化近年已成為其中一項重要的國際議題。作為一負責任企業，本集團會就應對與氣候有關的風險保持警惕，並致力透過日常運作減低相關影響。在釐定本集團面對與氣候相關風險之關聯性和影響程度時，本公司董事會會進行討論(特別是對本集團財務和營運所造成的影響作出考慮)，並根據風險管理政策列載的指引對整個集團進行風險評估。本公司環境政策(其概要見上文)已詳列本集團就處理氣候變化而產生的影響所持之立場和原則。

Although no significant climate-related issues having a profound effect on the Group are identified given its focused geographical spread and business nature, influence of climate change on the Group is unavoidable. Main exposure includes interruption of business operation and staff safety issues caused by tropical cyclones; higher insurance premium resulted from damage to property brought by extreme weather; and increased electricity consumption as a result of higher temperature attributed to global warming. To tackle climate challenges the Group is encountering, mitigating measures (including those adopted by iSQUARE) which have been taken are setting up of an emergency response team; formulation of work guidance under extreme weather; taking out of business interruption-related insurance; adoption of electricity conservation measures; and where practicable, use of heat resistant materials on glass panels and installation of additional safety fixtures on cladding panels, to name but a few.

Save as disclosed above, the operating activities of the Group (including iSQUARE) have no significant impact on the environment, natural resources or climate-related issues.

Targets and progress management

Targets

Since the Group's principal business operation — iSQUARE is a shopping mall located in Hong Kong, its environmental performance is subject to some factors which are beyond its control, such as number of shoppers and overall temperature in Hong Kong. After taking into account of the aforesaid and based on the principle of practicability, the Board has set the Company's reduction targets for emissions, waste disposal, energy use and water consumption as being not higher than their respective baseline years¹⁸. For effective progress management, the Board will, with the assistance of the management, monitor the environmental performance by benchmarking it against the targets set.

Going forward, iSQUARE will initiate a trial programme on recycling fluorescent lamps and start a pilot run in using solar lights for planters. In addition, iSQUARE will continue its energy saving programme on lighting system through identification of locations where more energy efficient lights could be installed so as to further reduce electricity consumption and keep exploring new green measures.

Note 18: Baseline year is the first year in which all data required for calculation of a particular aspect is available to the Company.

由於本集團的業務性質及地域分佈集中，因此沒有發現與氣候有關、且對本集團構成深遠影響的重大事宜；然而，氣候變化對本集團的影響實難以避免。當中的主要風險包括因熱帶氣旋引致業務運作中斷和員工安全問題；極端天氣對物業造成損毀而導致保費增加；及全球暖化令溫度上升以致耗電量提高。為應付現正面對的氣候挑戰，本集團（包括國際廣場）採取的緩解措施包括成立緊急應變小組；制定極端天氣下的工作指引；就業務中斷的相關事宜作出投保安排；採用省電措施；及在可行的情況下，在玻璃嵌板上加貼隔熱物料及於覆蓋層板上添加額外安全裝置等。

除上述所披露外，本集團（包括國際廣場）的業務運作對環境、天然資源或氣候相關事宜並無構成重大影響。

目標和進度管理

目標

由於國際廣場（即本集團的主要經營業務）是一個位於香港的購物中心，其環境表現受制於一些非其控制以內的因素，如購物人士的數量及香港整體溫度。在考慮前述因素及基於切實可行的原則下，董事會已設定本公司的排放、廢物棄置、能源使用和用水的減量目標為不高於其各自基準年¹⁸的數量。為有效管理進度，董事會會在管理層的協助下按所定的目標監控環境表現。

國際廣場將於來年開始啟動試行回收光管計劃及推出將太陽能燈用於花槽的先導安排。為進一步減少耗電量，國際廣場亦會繼續透過尋找合適位置安裝更多節能電燈以推動其照明系統節能計劃，以及探索新的環保措施。

註18：基準年是指本公司能取得需用於計算有關層面所有數據的首年。

Achievements

成果



GHG emissions
溫室氣體排放

↓ **38.82%**

(baseline year 基準年: 2017)

- attained a silver level in Umbrella Bags Reduction Accreditation Program 2021 organised by Greeners Action
於綠領行動舉辦的減少使用／派發雨傘膠袋審核認證計劃2021中獲得銀級認證
- accredited for Hong Kong Green Shop Alliance Award 2021 by Hong Kong Green Building Council
榮獲由香港綠色建築議會頒發的香港綠建商舖聯盟大獎2021



Non-hazardous waste disposed
無害廢棄物

↓ **34.13%**

(baseline year 基準年: 2019)

- collected 60 kg of lai see packets for recycling
成功回收60公斤利是封作循環使用
- collected over 9 kg of beverage cartons for recycling
收集超過9公斤紙包飲品盒用作回收
- obtained a Certificate of Merit under the Commendation Scheme on Source Separation of Commercial and Industrial Waste organised by the Environmental Protection Department
於環境保護署舉辦的工商業廢物源頭分類獎勵計劃中獲得優異獎



Energy use
能源使用

↓ **15.54%**

(baseline year 基準年: 2017)

- being a signatory to both the Energy Saving Charter 2021 and 4T Charter as jointly launched by the Environment Bureau and Electrical and Mechanical Services Department
簽署由環境局及機電工程署聯合發起的節能約章2021及4T約章



Water consumption
用水

↓ **1.13%**

(baseline year 基準年: 2017)

- being a signatory to the Enterprises Cherish Water Charter 2022 jointly launched by the Water Supplies Department and Green Council
簽署由水務署及環保促進會共同倡議的「商約」惜水約章2022

Note: Achievements refer to those gained by the Group and/or iSQUARE
註：成果指由本集團及／或國際廣場所取得者

Compliance with environmental-related laws and regulations

During the year under review, the Group (including iSQUARE) was not aware of any non-compliance with any laws and regulations relating to the environment that had a significant impact on it. An overview of the laws and regulations significant to the Group's business operation can be found in this Corporate Social Responsibility Report headed "Significant laws and regulations" on pages 64 to 65 of the annual report.

Social Issues¹⁹

Since the management of iSQUARE has been outsourced to the MgtCo and there is no need for the Group to directly deal with employment-related matters in respect of iSQUARE, discussion on areas relating to social issues only covers the Group and does not include staff of the MgtCo employed for general building and property management of iSQUARE.

遵守與環境相關的法律及規例

於本年度，本集團（包括國際廣場）並無知悉其未有遵守任何對本集團有重大影響而與環境相關的法律及規例。對本集團業務運作有重要性的法律及規例概覽列載於本年報第64至65頁的企業社會責任報告中以「重要法律及規例」為標題的部分內。

社會議題¹⁹

由於國際廣場的管理已外判予管理公司，且本集團無需直接處理與國際廣場僱傭相關之事宜，因此，有關社會議題的討論僅涵蓋本集團，管理公司就國際廣場的一般樓宇及物業管理而聘用的員工則不在討論之列。

Note 19: Calculation bases for figures in relation to employee profile and training are based on "How to prepare an ESG Report — Appendix 3: Reporting Guidance on Social KPIs" as composed by The Stock Exchange of Hong Kong Limited. All relevant numbers, where applicable, are rounded to two decimal places.

註19：與員工資料及培訓相關之數據的計算基準是根據香港聯合交易所有限公司編製的「如何編備環境、社會及管治報告 — 附錄三：社會關鍵績效指標匯報指引」中所述之規定呈報。所有相關數字均在適用的情況下化整至小數點後兩位列示。

Employment

As the Group's success depends largely on the support of its employees²⁰, the management places great emphasis on maintaining a quality workplace. Building up a culture which advocates ethical and responsible business practices has become essential. To this end, the Group has adopted an anti-corruption policy and a general code of conduct ("Code") which apply to both Directors and employees. The former one focuses on issues relating to corruption whilst the latter one deals with areas of data privacy, copyright protection, prevention of bribery, whistleblowing and equal opportunities. According to the Code, employees are required to observe the requirements of the Sex Discrimination Ordinance, the Disability Discrimination Ordinance, the Family Status Discrimination Ordinance and the Race Discrimination Ordinance and their respective codes of practice. In addition, the Group has laid down an employment policy, setting out principles on recruitment and promotion, such as equal opportunities and "selection on capability" basis. Procedures and factors to be considered on review of the remuneration packages of the senior management are delineated in the remuneration policy. Information in respect of the Group's remuneration review mechanism is mentioned in the Corporate Governance Report headed "Remuneration committee" as set out on pages 14 to 15. To be consistent with the principles of the employment policy on motivating employees and providing equal opportunities, performance appraisal is conducted annually. It is the basis for salary adjustment, discretionary bonus and promotion.

Although policies on compensation and dismissal, working hours and rest periods, and some other benefits and welfare are not put in writing, relevant steps to govern their application and due observance have been developed and implemented under the management of the Executive Directors of the Company.

Note 20: In this Corporate Social Responsibility Report, "staff" and "employees" exclude Directors of the Company and staff employed by the MgtCo for general building and property management of iSQUARE.

僱傭

由於本集團之成功很大程度上取決於其員工²⁰的支持，管理層著重維持高質素的工作環境。建立在業務運作上提倡道德和責任的文化已屬必要。為此，本集團已採納適用於董事及僱員的反貪污政策和一般紀律守則（「守則」），前者集中在與貪污有關的事宜，後者所涵蓋的範疇則包括資料私隱、版權保障、防止賄賂、舉報及平等機會。根據守則，員工必須遵守性別歧視條例、殘疾歧視條例、家庭崗位歧視條例和種族歧視條例之規定及其各自的實務守則。此外，本集團已制定僱傭政策，列載招聘及晉升原則，如平等機會及「按能力甄選」的基準。檢討高層管理人員薪酬的程序及因素則詳列於薪酬政策內。有關本集團薪酬檢討機制的資料已包含於第14至15頁的企業管治報告中以「薪酬委員會」為標題的部分內。為配合僱傭政策中有關激發員工積極性及提供平等機會的原則，本公司每年均為員工進行表現評估，並以此作為調整薪酬、發放酌定花紅和晉升的依據。

雖然本公司並無以書面形式闡述關於補償、解僱、工作時數、假期及其他待遇和福利的政策，本公司已在其執行董事的管理下，制定及落實相關程序以監管前述範疇之應用及遵守。

註20：於本企業社會責任報告中所提及的「員工」及「僱員」不包括本公司董事及管理公司就國際廣場的一般樓宇及物業管理而聘用的員工。

Employee profile and engagement

員工資料及參與

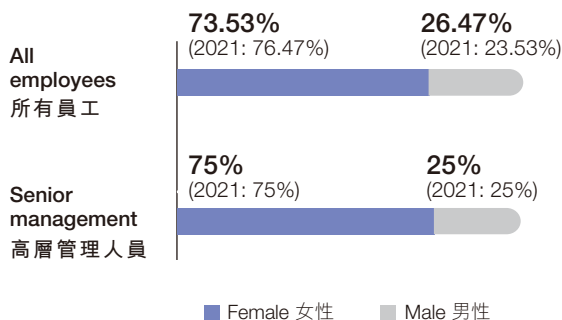


34 (2021: 34)*

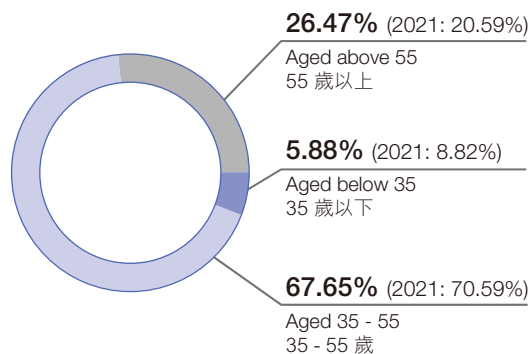
All employees are full-time staff and based in Hong Kong
所有僱員均為全職員工，並於香港工作



Gender distribution of workforce
按性別劃分



Breakdown of workforce by age group
按年齡組別劃分



by gender
按性別劃分



by age group
按年齡組別劃分

Turnover rate
離職率

| | |
|-------------------------|-------------------------|
| Overall (整體) | 5.88% (2021: 0%) |
| Male (男性) | 0% (2021: 0%) |
| Female (女性) | 8% (2021: 0%) |
| Aged below 35 (35歲以下) | 0% (2021: 0%) |
| Aged 35 - 55 (35 - 55歲) | 8.70% (2021: 0%) |
| Aged above 55 (55歲以上) | 0% (2021: 0%) |

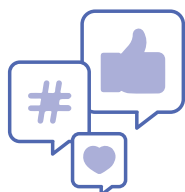
* by headcount
按人數計算

Although the Group does not have a collective bargaining policy or similar practice in place, it respects its employees and takes steps to ensure their voices are heard. Other than departmental meetings and communication through emails, the Group encourages direct dialogue between the management and staff by adopting a non-bureaucratic culture. Employees can freely bring up issues to the management when they consider necessary.

Given the importance of understanding its employees' concerns on an ongoing basis, the Group conducts employee satisfaction survey every year by which it can solicit staff opinions about their work environment and expectation. Survey result is shared by the management so as to identify ways to make further improvement. The following is an extract of the survey result conducted by the Group in the reporting year.

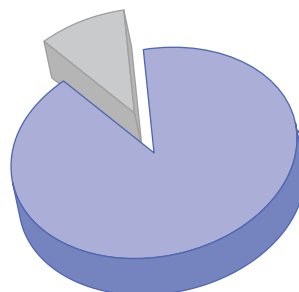
儘管本集團並無集體談判政策或相似慣例，但為尊重其員工及確保他們的意見獲悉，本集團除了透過部門會議及電郵溝通外，亦通過推行非官僚文化，鼓勵管理層與員工直接對話，令員工可在需要時向管理層自由提出意見及商討。

本集團同時明白持續地瞭解員工所關注之事項的重要性，因此每年均會就僱員滿意程度進行一次問卷調查，藉以收集員工對工作環境的意見及期望。管理層亦會分享調查結果，以便找出進一步改善的辦法。以下為本集團於報告年度內所進行的問卷調查結果摘錄。



Employee engagement 僱員的參與

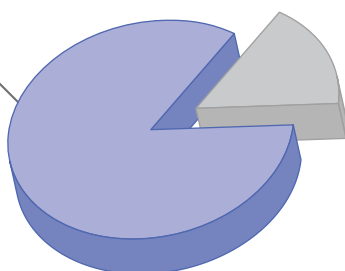
Overall satisfaction 整體滿意度



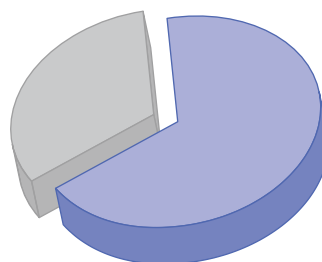
90.32% (2021: 84.38%)*
was either satisfied or very satisfied with the Group as a whole
對本集團整體上表示滿意或非常滿意

Workforce-management relationship 與管理層關係

83.87% (2021: 80%)*
was happy with the workforce-management relationship
認為勞資關係良好



Group cohesiveness 歸屬感



67.65% (2021: 64.71%)
has been working with the Group over a decade
已為本集團服務超過十年



Absence rate 缺勤率

1.43% (2021: 0.86%)

* According to the respondents of the employee satisfaction survey conducted by the Group in 2021 or 2022, as the case may be.
根據本集團於二零二一年或二零二二年(視乎情況)進行之僱員滿意程度問卷調查中受訪者的回覆。

Since a good work-life balance is significant to the employees, the Group encourages its staff to complete their tasks within office hours and organises gatherings for them so as to promote the spirit of the Group. During the year under review, the Company invited not only its staff but also their family members and friends to participate in “Aveda Walk & Run for Water 2021” organised by A Drop of Life with a view to providing them an opportunity to do exercise and cultivate relationship simultaneously.

Understanding its employees’ concerns, the Company organised an online workshop concerning retirement planning as delivered by the Mandatory Provident Fund Schemes Authority (“MPFA”) for all its staff. In the financial year ended 31 March 2022, the Company was the third time in a row awarded “Good MPF Employer” by the MPFA.

Development and training

In order to create a supportive workplace which enables the employees to develop their professional potential and discharge their duties adequately, the Group provides subsidy for job-related training to all full-time employees, irrespective of their rankings. Given the complexity of job duties, senior management is provided with additional funding for outside training. Other than financial support, the Group also organises group-wide training for its staff from time to time.

Key topics covered by the training undertaken by the employees during the year under review included:

- compliance and regulatory updates
- anti-corruption
- health issues

The following is an analysis on employees’ training in the financial year ended 31 March 2022.

由於工作與生活的平衡對僱員而言非常重要，本集團鼓勵員工在辦公時間以內完成工作，並為員工安排聚會以促進本集團士氣。於本年度，本公司邀請員工及其家庭成員和朋友參加由點滴是生命主辦的「AVEDA點滴滴水2021」，以提供機會予他們在做運動之同時增進感情。

瞭解員工所關注，本公司為所有員工安排由強制性公積金計劃管理局（「積金局」）舉辦、與退休策劃有關的網上工作坊。於截至二零二二年三月三十一日止財政年度，本公司連續第三次獲積金局嘉許為「積金好僱主」。

發展及培訓

為建立一個能協助員工發展專業潛能及充分履行職責的工作環境，本集團向所有級別的全職員工提供與工作相關的培訓津貼。鑑於高層管理人員職責的複雜性，本集團向該等員工給予額外的外間培訓資助。除在經濟上支持外，本集團亦不時為所有員工安排集體培訓。

本年度員工培訓所涉及的主要範圍包括：

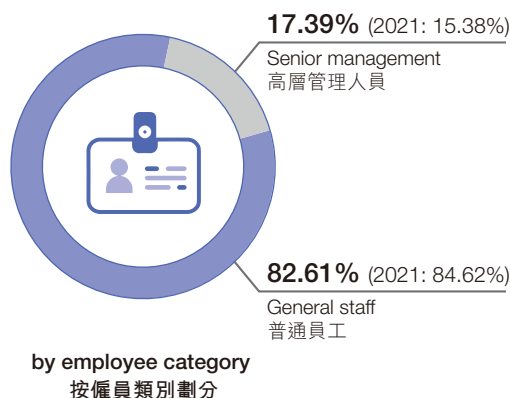
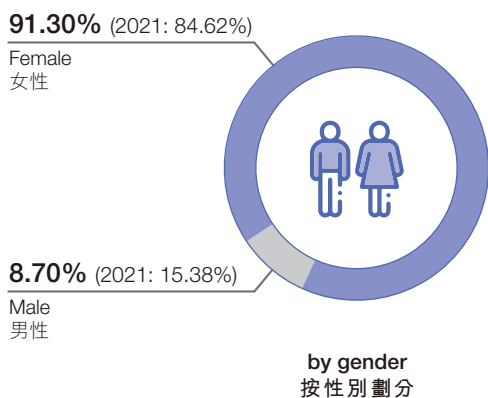
- 最新的合規及監管要求
- 反貪污
- 健康事宜

以下是截至二零二二年三月三十一日止財政年度員工培訓的分析。



67.65% (2021: 76.47%)*
of employees received internal/external training
的僱員接受內部／外間培訓

Breakdown of trained employees
接受培訓僱員的分佈



Total training hours completed
總培訓時數



All employees
所有僱員

98.5 (2021: 101.5)
Average hours 平均時數: 2.90 (2021: 2.99)



by gender
按性別劃分

Male
男性

3.5 (2021: 8)
Average hour 平均時數: 0.39 (2021: 1.00)

Female
女性

95 (2021: 93.5)
Average hours 平均時數: 3.80 (2021: 3.60)



by employee category
按僱員類別劃分

Senior management
高層管理人員

42.25 (2021: 40.5)
Average hours 平均時數: 10.56 (2021: 10.13)

General staff
普通員工

56.25 (2021: 61)
Average hours 平均時數: 1.88 (2021: 2.03)

* Total number of employees who received training in the reporting year is 23 (2021: 26).
於報告年度接受培訓的僱員總數為23人(二零二一年: 26人)。

Health and safety

Since the Group's main business is property investment and investment holding, health and safety risks posed to its employees as a result of occupational activities are relatively low. Nevertheless, the Group is dedicated to provide a healthy and safe work environment to its staff and therefore has established a policy in this regard with an emphasis on:

- compliance with all applicable statutory requirements
- ensuring a continuous improvement of the health and safety level at workplace by reviewing the operating practices and seeking comments from employees from time to time
- adopting measures which can reduce, control and if possible, eliminate hazards at workplace
- conveying the Group's concerns over health and safety to the MgtCo and requesting it to get its front-line staff and contractors familiarised with the proper procedure required in that regard

With a view to raising safety consciousness in workplace, the Group during the year under review launched a sustainability initiatives scheme whereby employees were incentivised for proposing ways to enhance workplace safety.

For the sake of the health of its staff, the Group in the reporting year organised a group-wide online talk delivered by the Labour Department on promoting healthy eating at work. In addressing the threat posed by COVID-19, special arrangements were implemented which included shortening office hours and granting special leave as well as offering cash incentive to staff for taking COVID-19 vaccine.

For the year under review, there was no working day lost due to work injury or work-related fatality occurred in each of the past three financial years, including the reporting year.

健康與安全

由於本集團的主要業務為物業投資及投資控股，其員工因進行與職業相關之活動而面對的健康與安全風險偏低。儘管如此，本集團致力為其員工提供一個既健康又安全的工作環境，因此已就該方面制定政策，重點如下：

- 遵守所有適用的法定要求
- 不時檢討運作模式及尋求員工意見，以確保工作環境的健康及安全水平得以持續改善
- 採納可減少、控制及在可行的情況下消除工作環境中存在之危險的措施
- 向管理公司傳達本集團對健康與安全的關注，並要求管理公司確保其前線員工及承辦商熟習有關方面應有的適當程序

為提升工作場所的安全意識，本集團於本年度推出一項關於可持續發展措施的獎勵計劃，藉此鼓勵員工就提升工作環境安全提供意見。

基於員工健康著想，本集團於報告年度為所有員工安排由勞工處舉辦、關於推廣工作間健康飲食的網上講座。此外，本集團亦實施特別安排，包括縮短辦公時間及向接種2019冠狀病毒疫苗的員工提供特別休假及發放現金獎勵，以應對該病毒帶來的威脅。

於本年度，本集團並無因工傷而損失工作日；於過去三個財政年度（包括報告年度）均沒有因與工作有關而死亡的個案。

Labour standards

While the Group does not have its own specific policy regarding child labour or forced labour, it is a statutory requirement in Hong Kong, the principal place of business of the Group operates, not to engage the same. To ensure the Group's compliance with the laws concerning prohibition of child labour, all job applicants are required to present identity proof for checking during recruitment process. Should the Group discover any non-compliance, it will take remedial action, such as termination of the person concerned, immediately and report to the relevant regulatory bodies/government departments if necessary. Concerning prevention of forced labour, the Group will ensure sufficient rest days are given to employees and will not force any staff to work overtime in the situation against their will.

During the year under review, the Group was not aware of any non-compliance with any laws and regulations that had a significant impact on it relating to employment, health and safety, and labour standards as mentioned in aspects B1, B2 and B4 of the Guide. An overview of the laws and regulations significant to the Group's business operation can be found in this Corporate Social Responsibility Report headed "Significant laws and regulations" on pages 64 to 65 of the annual report.

Supply chain management

Given the Group's business nature and operation mode, its suppliers can broadly be categorised into direct suppliers²¹ and indirect suppliers. For the former one, it refers to those the Group directly liaises with, such as the MgtCo, professional service providers and some other companies that deliver services for support of the Group's infrastructure and office operation on areas such as insurance, banking and information technology. Services of the indirect suppliers, such as electrical and mechanical engineering, cleaning and security, are provided under the umbrella of and covered by the contracts with the MgtCo. Based on the expenditure level and the significance to the Group, the Group's key suppliers are bankers and the MgtCo (both of them are also the Group's direct suppliers), of which, the role of the latter one is particularly important given its "contracting" relationships with the indirect suppliers.

Note 21: In the table immediately following, "direct suppliers" only refers to those having a "spend value" with the Group of HK\$50,000 or above per year (excluding activities of non-procurement in nature and inter-company transactions) based on the principle of materiality. All such suppliers are with operating offices situated in Hong Kong. No relevant data in respect of the financial year ended 31 March 2021 is available. As for "direct suppliers" appearing in other parts of this section, all the Group's direct suppliers are covered, i.e. not only referring to those being subject to the aforesaid restriction, unless otherwise specified.

勞工準則

雖然本集團並無就童工或強制勞工編製特定的政策，但香港(即本集團主要營業地點)法例已規定不能聘用童工及強制勞工。為確保本集團遵守有關禁用童工的法律，所有求職者均須在招聘過程中出示身份證明以供核對。倘若發現任何不合規行為，本集團將立即採取行動以作補救，如解僱有關人士，並在有需要時向相關的監管機構/政府部門作出舉報。在預防強制勞工方面，本集團會確保僱員享有足夠的休息日，且不會強迫彼等在違反其意願的情況下加班。

於本年度，本集團並無知悉其未有遵守任何對本集團有重大影響而與僱傭、健康與安全及勞工準則(即報告指引中B1、B2及B4層面)相關的法律及規例。對本集團業務運作有重要性的法律及規例概覽列載於本年報第64至65頁的企業社會責任報告中以「重要法律及規例」為標題的部分內。

供應鏈管理

鑑於本集團的業務性質和營運模式，其供應商大致可分為直接和間接兩種。直接供應商²¹是指與本集團有直接聯繫的供應商，例如：管理公司、提供專業服務的供應商及一些向本集團就基礎設施及辦公室運作，如在保險、銀行服務及資訊技術方面，提供支援的公司。間接供應商的服務，如機電工程、清潔和保安，則通過管理公司簽訂相關合約而提供。按支出金額和對本集團的重要性而言，本集團的主要供應商是銀行及管理公司(兩者均是其直接供應商)。鑑於後者與間接供應商的「契約」關係，其角色對本集團尤其重要。

註21：在重要性的原則下，緊隨之表列所提及的「直接供應商」僅指每年與本集團交易達港幣50,000元或以上的供應商(活動性質屬非採購者和本集團旗下公司之間的交易不包括在內)。所有該等供應商的營業處均設於香港。於截至二零二一年三月三十一日止財政年度，本集團並無備有相關資料。於本部分其他位置所提到的「直接供應商」則指本集團的所有直接供應商(即並非單指前述所提及者)，惟特別註明者除外。

| Indicator | 指標 | Year ended 31 March | |
|----------------------------|---------|---------------------|--------|
| | | 截至3月31日止年度 | |
| | | 2022 | 2021 |
| Number of direct suppliers | 直接供應商數量 | 33 | NA 不適用 |

Since suppliers, whether direct or indirect, are the “extension” of the Group, their behaviour shall reflect the Group’s values. Although the Group does not maintain a separate policy on managing environmental and social risks of its supply chain, it has embedded the relevant concerns in its environmental policy and health and safety policy. As the MgtCo is the key supplier which poses a significant impact on the Group, it is provided with relevant policies of the Group in the hope that it can convey the Group’s concerns to the indirect suppliers. The MgtCo is also requested to integrate the Group’s values into its operation process where practicable and economically viable. Apart from written communication, the Group has frequent direct dialogue and regular meetings with the MgtCo. According to the said policies, the Group also reviews its practices from time to time so as to reduce health and safety risks at workplace and incorporates environmental considerations into contracting decisions where practicable.

While acknowledging the potential impact of the environmental and social risks along the supply chain, the Group, in addition to maintaining an ongoing communication with all its suppliers, evaluates the presence of the said risks through press and media coverage, questionnaires, and information available on websites. Should there be any risks identified, the Group will follow it up closely with the suppliers concerned and request them to mitigate the adverse impact as much and as fast as possible. Together with the risk management policy which sets out persons responsible for risk identification in place, the Group’s approach in dealing with the said risks is properly managed.

由於供應商(不論直接或間接)是本集團的「延伸」，其行為須反映本集團的價值觀。儘管本集團並無就管理供應鏈在環境及社會兩方面的風險制定獨立政策，相關的部分已包含在本集團的環境政策及健康與安全政策內。由於管理公司是本集團的主要供應商，對本集團有重大的影響，本集團已向管理公司傳達相關政策，以便其將本集團所關注的事項傳遞予間接供應商。本集團並要求管理公司在可行及經濟情況容許下，將本集團的理念融入其營運流程中。除書面溝通外，本集團與管理公司保持緊密、且直接的對話及舉行定期會議。根據前述政策，本集團亦會不時檢討其運作模式，以減少工作環境中有關健康與安全的風險，及於作出外判決定時，將環境因素(如實際情況許可)納入所考慮之列。

正因為明白供應鏈在環境及社會風險的潛在影響，本集團除了與所有供應商一直保持聯繫外，亦會通過新聞及媒體報導、問卷調查和網上資訊評估上述風險是否存在。倘若發現任何風險，本集團會密切作出跟進，並要求相關供應商盡量及盡快將負面影響減至最低。再加上風險管理政策清楚列明負責識別風險的人士，本集團在處理前述風險上已作出妥善安排。

Given the importance of maintaining a stable and quality supply chain to support long-term business development, the Group has set some criteria it has to base on in selecting suppliers. They include, among other things, price, engagement terms, track record of good practice as well as reputation. Consideration will also be given to green factors where practicable and economically viable. Existing suppliers with quality performance during their contract terms will have priority over others given the importance of business continuity. For ensuring proper control over supplier selection, all engagements except those being immaterial are subject to the Group's established approval procedure, which shall involve consent given by relevant department head and/or Executive Director(s). In order to make sure the Group receiving quality service, it conducts review on suppliers' performance on a continuous basis, and the result of which will become one of the factors in determining their further engagement. On the contrary, if the performance is found unsatisfactory, the Group will give warning to the contractor or, for more serious cases, terminate the contract if circumstances deemed appropriate. The foregoing selection process, though not reduced to writing, is applicable to all direct and indirect suppliers.

For engagement of contractors through tendering and those relating to information technology, the Group has set additional selection requirements, which include preliminary qualification review on contractors before shortlisted for selection and number of companies invited for bidding. With the close supervision of the management and the adoption of the environmental policy and procedure manuals which respectively set out the need of giving environmental consideration in procurement and the approval process, the practices in relation to engaging suppliers, whether direct or indirect, are effectively implemented and monitored.

鑑於維持穩定及有質素的供應鏈對支持長期業務發展的重要性，本集團已制定在選擇供應商時需依循的標準，其中包括價格、聘用條款、過往表現記錄，以及聲譽等。在可行和經濟許可的情況下，本集團亦會將環保因素納入考慮之列。鑑於業務持續營運的重要性，本集團將優先考慮在合約期內表現優秀的現有供應商。為確保本集團能充分掌控供應商的甄選，所有合約的批出(非重要者除外)均須按既定的審批程序，包括須獲相關部門主管及／或執行董事批准。本集團會對供應商的表現作出持續性評估，以確保所獲得的服務令人滿意。審視的結果將成為決定應否繼續聘用相關供應商的其中一個因素。倘若供應商表現不理想，本集團會向其發出警告，甚或(如事態較嚴重，且在適當情況下)解除合約。雖然前述之甄選過程並無以書面形式列載，但仍適用於所有直接和間接供應商。

對於甄選通過招標、及與資訊科技有關的承辦商時，本集團訂下額外的規定，包括在篩選承辦商列入被選擇名單前對其進行初步資格審查，以及指定獲邀參加投標公司的數目。由於本集團所採納的環境政策和程序手冊已分別列明在採購過程中對環境因素作出考慮的需要和審批程序，管理層亦密切監管選擇供應商的過程，本集團已有效實施及監察關於聘用供應商(不論直接或間接)的程序和慣例。

Understanding the significance of green procurement, the Group's environmental policy has incorporated relevant concerns therein. Suppliers offering products with green elements are always preferred. Instead of looking for specific suppliers, the Group focuses on products offered. For instance, the printing firm is required to use recycled paper for corporate communication whilst the MgtCo is required to get its sub-contractors to use products with greater energy efficiency and/or causing less harm to the environment wherever practicable. Overwhelming focus on a particular factor in selecting suppliers may compromise benefits brought by other factors. For the Group, selection of suppliers is always based on myriad considerations with an emphasis on the overall interests of the shareholders/the Group as a whole.

Although more than 60% of the direct suppliers have been a working partner of the Group over a decade, the Group values the relationships with them and is eager to know if there is any room for improvement. To achieve it, a satisfaction survey was sent to some of them on a random basis during the year under review. The feedback of the survey was encouraging. It showed that all (2021: all) the respondents found partnering with the Group was not merely mutually beneficial, but also as a whole satisfactory.

由於環保採購相當重要，本集團已將有關方面的關注包含在環境政策內。本集團會優先選擇可提供具環保元素產品的供應商。儘管如此，本集團不會只著眼於物色特定供應商，而會著重供應商所提供的產品。例如，印刷公司須使用環保紙印製公司通訊，以及管理公司須要求分包商在可行的情況下使用能源效益較高及／或對環境造成較少傷害的產品。在選擇供應商時過分著眼於某一特定因素可能會忽略其他因素所帶來的好處。對本集團而言，供應商的選擇是基於多方面的考慮，惟股東／本集團的整體利益則為最終依歸。

儘管60%以上的直接供應商已與本集團合作超過十年，本集團仍重視與他們所建立的關係，且熱切希望知悉有否任何改善空間。為此，本集團於本年度以隨機抽樣方式向若干直接供應商發出有關滿意程度的問卷調查。調查反饋令人鼓舞，結果顯示所有（二零二一年：所有）回覆者均認為與本集團合作不僅互利，而且在整體上屬滿意。

Product/service responsibility

Shop tenants of iSQUARE are the Group's key customers. Establishing a sound and lasting relationship with them is pivotal to the success of the Group. To facilitate a two-way communication, the management team gives a walk-through of iSQUARE on a daily basis and pays visits to individual shops when required so as to exchange views with the tenants directly and respond to their concerns efficiently. The tenants can also contact the management, leasing and promotion teams via telephone and email as and when needed. For ensuring tenants' dissatisfaction, if any, is properly addressed to in a timely manner, a formal complaint-handling mechanism is in place as well. Having noted the areas the Group has to further work on, such as marketing and management services, from the interaction with tenants and shoppers, discussion with the management will be carried out to see if improvement can be made. With the aim of maintaining a long-term business partnership with tenants, the Group reviews its strategies from time to time and adopts special measures in extraordinary situation. During the financial year ended 31 March 2022, the Group continued to offer rent relief to tenants in view of the difficult operating environment brought by the ongoing COVID-19 pandemic.

Other than customer relations, the Group also recognises the importance of personal data protection. Relevant concerns have been incorporated into the Code and are communicated to the employees. According to the Code, employees are required to safeguard the privacy and security of personal information of the Group's stakeholders by observing the data protection principles of the Personal Data (Privacy) Ordinance. Collected information is accessible on a "need-to-know" basis. In view of the close relationship with the MgtCo, the Group has also made known to it of the Group's concerns in this regard.

產品／服務責任

國際廣場的店舖租戶是本集團的主要顧客，與其建立良好、且持久的關係對本集團的成功極為重要。為方便雙向溝通，管理團隊每日巡視國際廣場，並會在需要時探訪個別店舖，以便與租戶直接交流，及有效地就其關注的問題作出回應。租戶亦可在需要時以電話和電子郵件聯絡負責管理、租賃及市場推廣的團隊。為確保租戶的不滿(如有)獲適時處理，管理公司亦已設立正式的投訴處理機制。在與租戶和購物人士的互動中得悉應作改善的範疇包括市場推廣及管理服務後，本集團會與管理團隊作出討論，並探討可改善的地方。為與租戶維持長期的業務伙伴關係，本集團又不時檢討其策略，並在特殊情況下採取特別措施。由於營商環境因持續肆虐全球的2019冠狀病毒病而變得困難，本集團於截至二零二二年三月三十一日止財政年度繼續向租戶提供租金寬減。

除顧客關係外，本集團亦明白保障個人資料的重要性。相關部分包含於守則中，並已向員工傳達。根據守則，員工須遵守個人資料(私隱)條例中的保障資料原則，以維護本集團利益相關者其個人資料的私隱度及保密度。收集的資料只限具合理理由須獲取此等資料的員工使用。鑑於與管理公司的緊密關係，本集團亦已向其傳達本集團在該方面的關注。

| Indicators | 指標 | Year ended 31 March | |
|--|------------------------------|---------------------|--------|
| | | 2022 | 2021 |
| Number of service-related complaints received ²² | 接獲與服務相關的投訴次數 ²² | 12 | NA 不適用 |
| Number of data privacy-related complaints received ²² | 接獲與資料私隱相關的投訴次數 ²² | 0 | NA 不適用 |

Note 22: No data is available before the financial year ended 31 March 2022.

註22：於截至二零二二年三月三十一日止財政年度前，本集團並無相關資料的記錄。

Although the Group may not be subject to many issues concerning intellectual property rights due to its principal activities being property investment and investment holding, it continues to make its best endeavour to observe relevant laws and regulations. Measures taken include installation of original software on computers and obtaining licence for newspaper copying. To prevent employees from using unauthorised software, only designated person can do the installation. With the aim of ensuring due observance of intellectual property rights, all employees are required to strictly adhere to the Code which sets out the Group's relevant concerns therein. The MgtCo who operates the Group's main investment property is also provided with the Code.

Providing a safe environment to the tenants and shoppers is also a great concern to the Group. Other than having developed a communication mechanism for ensuring timely notification to the tenants of confirmed cases of COVID-19 and follow-up disinfection works, iSQUARE in the reporting year was accredited under the Anti-Epidemic Hygiene Measures Certification Scheme as organised by the Hong Kong Quality Assurance Agency for having achieved a set of hygiene standards. Although property management of iSQUARE is the job of the MgtCo, the Group still closely monitors it by receiving updates from the MgtCo via regular project meetings and daily report. On top of it, the project team also patrols iSQUARE on a daily basis so as to ensure it is managed in an orderly fashion. As for ad hoc issues, the MgtCo is required to report to the Group promptly.

Due to the business nature, percentage of total products subject to recalls and quality assurance process as well as recall procedures are not applicable.

儘管本集團的主要業務是物業投資及投資控股而因此不會有大量涉及知識產權的事宜，本集團會繼續竭力遵守相關法律及規例，當中所採取的措施包括只可在電腦安裝正版軟件和獲取報紙複印使用授權。為防止僱員使用未經授權的軟件，本集團只容許指定人士進行安裝。此外，守則已列載本集團在相關方面的要求，且規定所有員工必須嚴格恪守，以充份尊重知識產權。與此同時，本集團亦已向負責經營其主要投資物業的管理公司提供守則。

為租戶及購物人士提供安全的環境是本集團另一關注項目。除了已制定通報機制以確保租戶能適時獲悉關於2019冠狀病毒病的確診個案及隨後的消毒工作外，國際廣場於報告年度亦因符合由香港品質保證局舉辦的衛生防疫措施認證計劃中訂定的一系列衛生標準而獲得認可。雖然國際廣場的物業管理由管理公司負責，本集團仍會透過與管理公司定期舉行的工程會議及每日的匯報獲取最新消息，以密切監察國際廣場的營運情況。除此以外，工程部亦會每日巡查國際廣場以確保其管理有序。如遇特別事故，管理公司則須即時向本集團匯報。

基於業務性質的關係，回收產品總數的百分比，以及質量檢定過程和產品回收程序的披露均不適用。

Anti-corruption

As the Group has zero-tolerance on any forms of bribery, corruption and fraud, it has established an anti-corruption policy setting out the relevant requirements its directors and employees shall comply with and situations in which acceptance of advantages is allowed. All employees are required to undertake their adherence thereto. To provide channels and guidance for employees and those who deal with the Group to report on any suspected irregularities, improprieties, misconduct or malpractices within the Group, a whistleblowing policy has been laid down and published on the Company's website. Upon receipt of any reported issues, investigation led by the Audit Committee will be conducted in the manner set out therein. The Board will also be updated in due course. To detect malpractices as early as possible, internal control activities deemed appropriate for the Group are in place.

To promote the anti-corruption culture across the Group, a training session as regards anti-money laundering was organised for its Directors and senior management during the reporting year. Employees were provided with information about corruption risk pertaining to customary and common business practices as available on the website of the Independent Commission Against Corruption. The Group was not aware of any legal cases regarding corrupt practices brought against it or its employees in the year under review.

During the financial year ended 31 March 2022, the Group was not aware of any non-compliance with any laws and regulations that had a significant impact on it relating to product responsibility and anti-corruption as mentioned in aspects B6 and B7 of the Guide. An overview of the laws and regulations significant to the Group's business operation can be found in this Corporate Social Responsibility Report headed "Significant laws and regulations" on pages 64 to 65 of the annual report.

Community

In recognition of its role in advancement of the community, the Group has established a community policy. General principles on donation, focus areas (viz those enhancing community development, improving quality of life, helping the underprivileged groups and aligning with the Group's development), and the form in which the support is delivered are stipulated therein. To put words into actions, not only did the Group during the year under review make donations to the charities set out below, it also mobilised its staff to take part in "Aveda Walk & Run for Water 2021" as organised by A Drop of Life.

反貪污

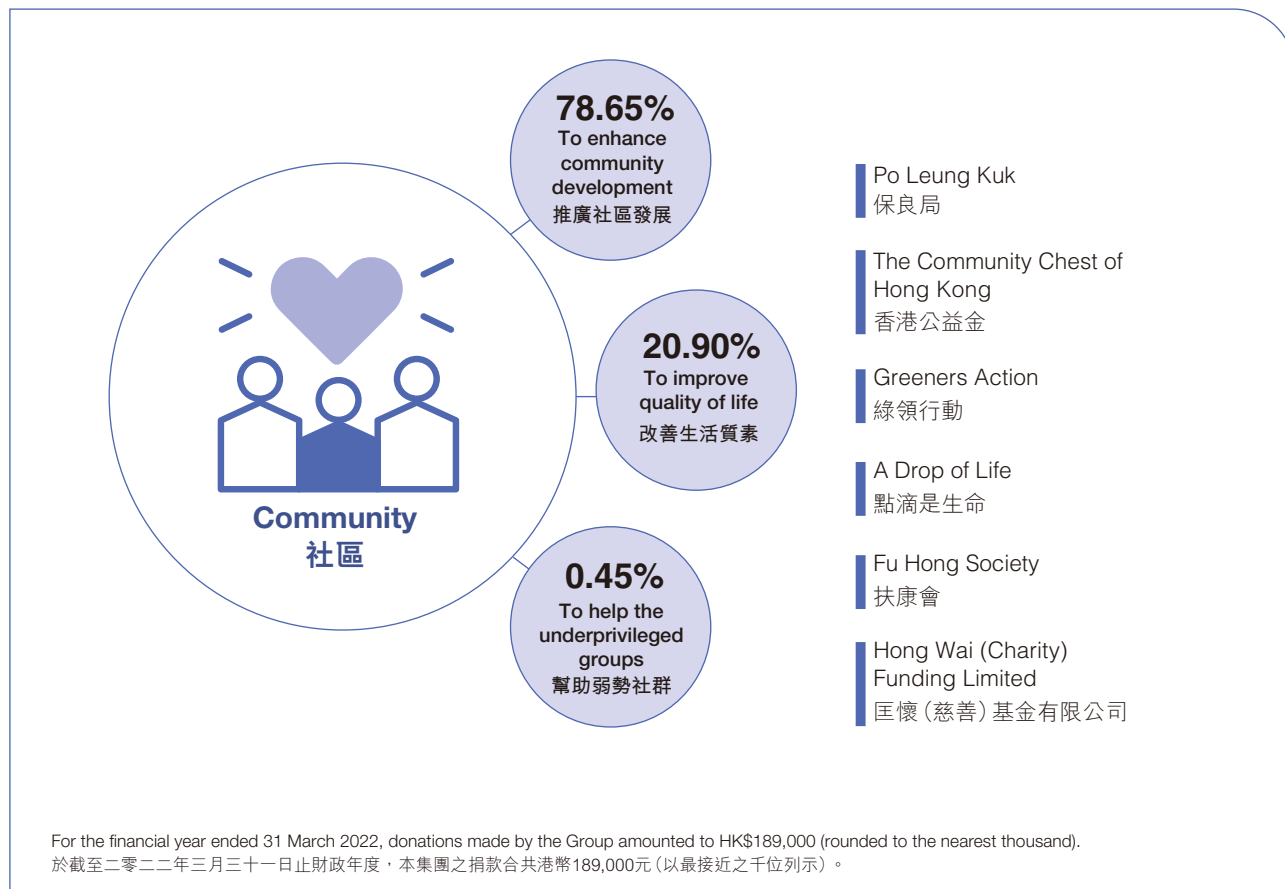
由於本集團絕不容忍任何形式的賄賂、貪污及欺詐，因此已制定反貪污政策，並列明其董事及僱員必須遵守的相關要求，以及允許接受利益的情況。所有員工務須承諾遵守。為向僱員及與本集團有業務往來之人士就任何涉及本集團之懷疑違規、不當、失當或舞弊行為提供舉報渠道及指引，本公司已制定舉報政策，並登載於其網站內。在接獲任何舉報後，本公司會按所列載的方式，並由審核委員會為首展開調查。董事會亦會適時獲悉相關進展。為及早發現舞弊行為，本集團已設定其認為合適的內部監控活動。

為推廣反貪污文化，本集團於報告年度為其董事及高層管理人員舉辦關於反洗黑錢的培訓，亦為僱員提供刊載於廉政公署網站、關於約定俗成及常見的商務慣例可能涉及貪污風險的資料。於本年度，本集團沒有獲悉任何針對本集團或其僱員涉及貪污行為的訴訟。

於截至二零二二年三月三十一日止財政年度，本集團並無知悉其未有遵守任何對本集團有重大影響而與產品責任和反貪污(即報告指引中B6及B7層面)相關的法律及規例。對本集團業務運作有重要性的法律及規例概覽列載於本年報第64至65頁的企業社會責任報告中以「重要法律及規例」為標題的部分內。

社區

本集團明白其在推動社區進步的角色，因此已制定社區政策，當中訂明捐款的一般原則、重點範疇(即推廣社區發展、改善生活質素、幫助弱勢社群及與本集團發展一致的項目)及支援方式。將言語付諸行動，本集團不僅於本年度捐款予下述之慈善機構，亦發動員工參與由點滴是生命舉辦的「AVEDA點滴捐水2021」。



The Group believes that going beyond corporate philanthropy by providing venues to organisations for hosting charitable events is a good way to help the needy as it can inspire others to follow and draw the public attention to the needs of the underprivileged. Although requests made by charities for venue provision had decreased significantly due to the ongoing COVID-19 pandemic, the Group during the financial year ended 31 March 2022 offered venue at a substantially discounted rate to YMCA and Yan Oi Tong for hosting an event concerning students with special educational needs and a kick-off ceremony for charity raffle tickets respectively. With the aim of promoting the concept of sharing with those in need in particular during festive season, the Group also bought mooncakes at “Orbis Mid-Autumn Charity Sales” for its employees.

To show its continuous care to the local community, the Group granted Po Leung Kuk, an iconic charity in Hong Kong, a licence for placing a donation box at iSQUARE throughout the year in question.

本集團相信除了直接捐助外，提供場地予團體舉辦慈善活動也能有效地幫助弱勢社群，因為這既能鼓勵他人仿效，亦能引起公眾關注他們的需要。雖然慈善團體對場地的需求受持續的2019冠狀病毒病大流行影響而顯著減少，於截至二零二二年三月三十一日止財政年度，本集團以相當優惠的折扣率租借場地予基督教青年會及仁愛堂分別舉辦關於特殊教育需要之學生的活動和慈善獎券啟動禮。為推廣與有需要人士分享的理念(尤其是在節日期間)，本集團亦於「奧比斯中秋義賣」期間購買月餅贈送員工。

為展示對社區的持續關懷，本集團准許具香港象徵性的慈善團體——保良局於年內在國際廣場放置捐款箱作募捐之用。

Significant laws and regulations

Failure to comply with laws and regulations as set out in the box below can give rise to civil and/or criminal liability, including fines and imprisonment. A breach of those in connection with emissions, employment and data privacy can have a direct adverse impact on the environment, ruin the relationship with workforce and damage the Company's reputation respectively. Details of management approach are set out in the table following.

重要法律及規例

沒有遵守下表所列載的法律及規例可能招致民事及／或刑事責任，包括罰款及監禁。違反與排放、僱傭及私隱相關的法律及規例或會分別對環境構成直接不利的影響、破壞勞資關係，以及損害本公司聲譽。下表詳述管理層在相關方面的應對方案。

| Significant laws and regulations 重要法律及規例 | Key ways to ensure compliance 確保遵守法律與規例的主要方法 |
|---|---|
| Emissions 排放 | |
| Waste Disposal Ordinance (Chapter 354 of the Laws of Hong Kong) 廢物處置條例 (香港法例第354章) | <ul style="list-style-type: none"> providing guidelines in the Company's environmental policy for managing negative impact associated with its business operation 在本公司的環境政策中就處理與業務運作有關的負面影響提供指引 engaging a cleaning service contractor who has in place an Environmental Management System to arrange and dispose non-hazardous waste 聘請已採用環境管理體系的清潔服務承辦商安排及處理無害廢棄物 recycling materials principally through green groups/contractors contained in the Hong Kong Collector/Recycler Directory as appearing on the website of the Environmental Protection Department 主要經綠色團體／名列於環境保護署網站內《香港回收再造公司名錄》中的承辦商負責回收物料 |
| Employment 僱傭 | |
| Employment Ordinance (Chapter 57 of the Laws of Hong Kong) 僱傭條例 (香港法例第57章) Employees' Compensation Ordinance (Chapter 282 of the Laws of Hong Kong) 僱員補償條例 (香港法例第282章) | <ul style="list-style-type: none"> utilising a software which is fully compliant with relevant ordinance(s) to manage payroll and related issues 使用完全符合相關條例規定的軟件處理涉及工資及相關事宜 putting in place a number of Company's policies such as employment policy and general code of conduct which are in line with the employees' rights and benefits provided in relevant laws 本公司推行多項與相關法律賦予僱員權益及福利一致的政策，如僱傭政策和一般紀律守則 |

| Significant laws and regulations 重要法律及規例 | Key ways to ensure compliance 確保遵守法律與規例的主要方法 |
|---|---|
| Health and safety 健康與安全 | |
| Occupational Safety and Health Ordinance (Chapter 509 of the Laws of Hong Kong) 職業安全及健康條例 (香港法例第509章) | <ul style="list-style-type: none"> • setting out guiding principles on promoting a safe work environment in the Company's health and safety policy 於本公司的健康與安全政策中列載可促進安全工作環境的大原則 |
| Product responsibility 產品責任 | |
| Personal Data (Privacy) Ordinance (Chapter 486 of the Laws of Hong Kong) ("PDPO") 個人資料(私隱)條例 (香港法例第486章)(「私隱條例」) | <ul style="list-style-type: none"> • incorporating the principles of the PDPO in the Company's general code of conduct for which all employees are required to undertake adherence to 將私隱條例所羅列的原則納入本公司的一般紀律守則中，並規定所有僱員必須承諾遵守 |
| Anti-corruption 反貪污 | |
| Prevention of Bribery Ordinance (Chapter 201 of the Laws of Hong Kong) 防止賄賂條例 (香港法例第201章) | <ul style="list-style-type: none"> • establishing an anti-corruption policy and a whistleblowing policy whereby to emphasise the importance of ethical business conduct and uphold an anti-corruption culture 制定反貪污政策和舉報政策，以推廣反貪污文化及強調符合道德商業行為的重要性 |

Directors' Report

董事會報告

The Board of Directors (the “Board” or the “Directors”) submits herewith the annual report together with the audited financial statements of the Group for the year ended 31 March 2022.

Principal Place of Business

Tian Teck Land Limited (the “Company”) is a company incorporated and domiciled in Hong Kong and has its registered office and principal place of business at 9th Floor, iSQUARE, 63 Nathan Road, Tsim Sha Tsui, Kowloon, Hong Kong.

Principal Activities

The principal activities of the Company are property investment and investment holding. The principal activities and other particulars of the subsidiaries are set out in note 13 to the financial statements.

The analysis of the principal activities and geographical locations of the operations of the Company and its subsidiaries (together referred to as the “Group”) during the financial year is set out in note 4 to the financial statements.

Financial Statements

The financial performance of the Group for the year ended 31 March 2022 and the Group’s financial position as at that date are set out in the financial statements on pages 93 to 154.

董事會謹此呈報截至二零二二年三月三十一日止年度的年報及本集團經審核的財務報表。

主要營業地點

天德地產有限公司(「本公司」)是一間在香港註冊及成立的公司，其註冊辦事處和主要營業地點設於香港九龍尖沙咀彌敦道63號國際廣場9樓。

主要業務

本公司的主要業務為物業投資及投資控股。各附屬公司的主要業務及其他詳情載於財務報表附註13。

本公司及各附屬公司(統稱「本集團」)於本財政年度的主要業務和經營地區分析載於財務報表附註4。

財務報表

本集團截至二零二二年三月三十一日止年度的財務表現及本集團於該日的財務狀況刊載於財務報表第93至154頁。

Dividends and Annual General Meeting

An interim dividend of HK\$0.08 per share (2021: HK\$0.10 per share) was paid on 14 January 2022. The Board now recommends the payment of a final dividend of HK\$0.08 per share (2021: HK\$0.08 per share) in respect of the year ended 31 March 2022.

Subject to the members' approval on the proposed final dividend at the forthcoming annual general meeting, the register of members of the Company will be closed for the purpose of determining entitlement to the said final dividend from Friday, 16 September 2022 to Tuesday, 20 September 2022, both days inclusive, during which period no transfer of shares will be registered. All transfers accompanied by the relevant share certificates must be lodged with the Company's share registrar, Computershare Hong Kong Investor Services Limited, Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not later than 4:30 p.m. (Hong Kong time) on Thursday, 15 September 2022. The proposed final dividend will be paid on Thursday, 13 October 2022 to members whose names appear on the register of members on Tuesday, 20 September 2022 following approval at the annual general meeting to be held on Friday, 9 September 2022.

For the purpose of determining the identity of members who are entitled to attend and vote at the forthcoming annual general meeting, the register of members of the Company will be closed from Friday, 2 September 2022 to Friday, 9 September 2022, both days inclusive, during which period no transfer of shares will be registered. All transfers accompanied by the relevant share certificates must be lodged with the Company's share registrar, Computershare Hong Kong Investor Services Limited, Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not later than 4:30 p.m. (Hong Kong time) on Thursday, 1 September 2022.

股息及股東周年大會

本公司已於二零二二年一月十四日派發中期股息每股港幣0.08元(二零二一年：每股港幣0.10元)。董事會現建議派發截至二零二二年三月三十一日止年度的末期股息每股港幣0.08元(二零二一年：每股港幣0.08元)。

倘若建議分派的末期股息獲成員於即將舉行的股東周年大會通過，本公司將於二零二二年九月十六日星期五起至二零二二年九月二十日星期二止(首尾兩天包括在內)暫停辦理成員登記手續，以便確持有權獲派末期股息之成員，任何股份在該期間內均不得進行過戶。所有過戶文件連同有關股票務須在二零二二年九月十五日星期四下午四時三十分(香港時間)或之前送抵本公司股票登記處 — 香港灣仔皇后大道東183號合和中心17樓1712-1716室香港中央證券登記有限公司。建議派發之末期股息經即將於二零二二年九月九日星期五舉行的股東周年大會通過後，將於二零二二年十月十三日星期四派付予於二零二二年九月二十日星期二名列於成員名冊之成員。

為確定有資格出席將舉行之股東周年大會，並在會上投票的成員，本公司將於二零二二年九月二日星期五起至二零二二年九月九日星期五止(首尾兩天包括在內)暫停辦理成員登記手續，任何股份在該期間內均不得進行過戶。所有過戶文件連同有關股票務須在二零二二年九月一日星期四下午四時三十分(香港時間)或之前送抵本公司股票登記處 — 香港灣仔皇后大道東183號合和中心17樓1712-1716室香港中央證券登記有限公司。

Business Review and Commentary

Business model and strategies

The Group's business is property investment in Hong Kong and the People's Republic of China. The Group generates and preserves its value through being an investor in those property markets.

To accomplish this, the Group strives to nurture growth from its existing properties through prudent management. Whilst the Group generally maintains a prudent and conservative approach towards property investment, it also seeks to exploit opportunities for future development. With the aim of securing stable and recurring returns, the Group has adopted very stringent investment criteria and targets only high quality projects and investments.

The Group recognises the importance of sound financial strength to support sustainable growth and future development and hence, its fundamental strategy is to maintain a solid financial position with strong cash flows and a low gearing ratio.

Financial results

The Group achieved a profit from operations before valuation changes in investment properties of HK\$182.8 million for the financial year ended 31 March 2022, representing a decrease of approximately 43.4% compared with the previous financial year. The decrease was mainly due to amortisation of the rental concessions granted to most of the tenants of iSQUARE since the outbreak of COVID-19. All rental concessions are amortised over the remaining terms of the respective leases in accordance with accounting standard. In addition, the reduction in both iSQUARE occupancy rate and rental further reduced the rental income from iSQUARE for the year under review.

Net valuation losses on investment properties for the financial year ended 31 March 2022 amounted to HK\$1,264.7 million, compared with the valuation losses of HK\$1,809.2 million for the previous financial year. The valuation losses will only affect the accounting profit or loss but not the cash flows of the Group.

The Group recorded a loss attributable to equity shareholders of HK\$554.0 million for the financial year ended 31 March 2022, compared with a loss attributable to equity shareholders of HK\$777.6 million for the previous financial year.

業務回顧及評論

商業模式及策略

本集團的業務是在香港及中華人民共和國進行物業投資。本集團投資該等物業市場以營造和保留其價值。

為此，本集團透過審慎的管理，致力推動其現有物業增長。除保持其謹慎、且務實的物業投資作風外，本集團亦尋求開拓未來的商機。為獲得穩定和經常性收益，本集團已採納非常嚴格的投資準則，並只著重探研高質素的項目和投資。

本集團明白，穩健的財務狀況對維持持續性增長及未來發展的重要，因此，持有充裕的現金流量及低資本負債比率的財務狀況乃本集團之首要策略。

財政業績

截至二零二二年三月三十一日止財政年度，本集團之投資物業估值變動前的經營溢利為港幣182,800,000元，較上一財政年度下跌約43.4%。該下跌主要是本集團就2019冠狀病毒病爆發後向國際廣場大部分租戶給予租金寬減所作的攤銷所致。按會計準則，所有租金寬減的金額須在相關租約中的剩餘租賃期內攤銷。此外，國際廣場出租率和租金減少進一步令國際廣場於本年度之租金收入減少。

截至二零二二年三月三十一日止財政年度，投資物業估值虧損淨額為港幣1,264,700,000元，上一財政年度錄得之估值虧損則為港幣1,809,200,000元。該估值虧損只會影響本集團在會計上的溢利或虧損，而不會對其現金流量造成影響。

截至二零二二年三月三十一日止財政年度，本集團之權益股東應佔虧損為港幣554,000,000元，而上一財政年度權益股東應佔虧損則為港幣777,600,000元。

Business Review and Commentary (Continued)

Financial results (Continued)

iSQUARE is a commercial complex housing retail, entertainment, food and beverage establishments. Rental income from iSQUARE amounted to approximately HK\$300.2 million for the financial year ended 31 March 2022, representing a decrease of approximately 30.8% compared with the previous financial year. The occupancy rate at 31 March 2022 was approximately 73.5% (2021: 76.7%).

The Group's investment properties, comprising four floors of Goodluck Industrial Centre in Lai Chi Kok and one floor of a commercial building in Guangzhou in the PRC, continued to generate rental income during the year.

Capital structure and liquidity

The total equity for the Group at 31 March 2022 was HK\$9,698.5 million, compared with HK\$10,957.2 million at 31 March 2021.

On 7 October 2013, Associated International Hotels Limited ("AIHL"), a 50.01% owned subsidiary, entered into a facility agreement with a bank comprising of a 3-year term loan facility of up to HK\$200 million and a 3-year revolving loan facility of up to HK\$100 million both at floating interest rate. Following the first supplemental agreement for extension of the facilities to 8 October 2021, AIHL entered into the second supplemental agreement with the bank on 23 August 2021 for extension of the facilities for three years to 8 October 2024. AIHL has an option to further extend the facilities for two additional years to 8 October 2026, subject to, among other things, the agreement of the lending bank. At 31 March 2022, the banking facilities were utilised to the extent of HK\$200 million (2021: HK\$200 million) and the Group's gearing ratio (calculated as total bank loans divided by total equity) was 2.1% (2021: 1.8%).

業務回顧及評論 (續)

財政業績 (續)

國際廣場是一個設有零售商舖、娛樂消遣場所和餐廳的綜合商舖中心。截至二零二二年三月三十一日止財政年度，國際廣場的租金收入約達港幣300,200,000元，較上一財政年度下跌約30.8%。於二零二二年三月三十一日，國際廣場的出租率約為73.5%(二零二一年：76.7%)。

於本年度，本集團投資物業，包括位於荔枝角好運工業中心之其中四層及位於中國廣州一商業大廈之其中一層，繼續為本集團帶來租金收入。

資本結構及流動資金

於二零二二年三月三十一日，本集團之權益總額為港幣9,698,500,000元，於二零二一年三月三十一日則為港幣10,957,200,000元。

於二零一三年十月七日，本公司擁有50.01%權益的附屬公司 — 凱聯國際酒店有限公司(「凱聯」)與一間銀行訂立一份融資協議，當中包括一筆為期三年，合共港幣200,000,000元的定期貸款和一筆為期三年，合共港幣100,000,000元的循環貸款(此等貸款的利息均以浮動息率計算)。繼第一份補充協議將融資期限延長至二零二一年十月八日之後，凱聯於二零二一年八月二十三日與該銀行訂立第二份補充協議，將融資期限再延長三年至二零二四年十月八日。在符合其他協議條件及貸款銀行同意的情况下，凱聯可選擇將融資期限進一步延長兩年至二零二六年十月八日。於二零二二年三月三十一日，本集團已動用的銀行信貸額達港幣200,000,000元(二零二一年：港幣200,000,000元)，資本負債比率(以銀行貸款總額除以權益總額計算)為2.1%(二零二一年：1.8%)。

Business Review and Commentary (Continued)

Staff

At 31 March 2022, the total number of employees of the Group, excluding the staff employed by Cushman & Wakefield Property Management Limited for general building and property management of iSQUARE, was 39 (2021: 39) and the related costs incurred during the year were approximately HK\$31.6 million (2021: HK\$27.4 million). The increase in the related costs was mainly attributable to the wage subsidy under the Employment Support Scheme of the Hong Kong government granted in the previous financial year.

In addition to salaries, medical and retirement benefits, the Group pays discretionary bonuses to its staff. Sponsorships for necessary outside training courses are also provided by the Group to its staff.

Key performance indicators

(a) Adjusted cost of services to revenue ratio

- Definition and calculation: Adjusted cost of services to revenue ratio measures the operation performance by comparing adjusted cost of services as a percentage of revenue (adjusted cost of services are calculated by deducting impairment losses on accounts receivable from usual cost of services). It shows the level of direct expenditure required to generate every dollar of revenue.
- Purpose: The Group emphasises cost control. The ratio provides direction on controlling and better using expenses. iSQUARE is the principal investment of the Group and it contributed 96.7% of the Group's revenue for the financial year ended 31 March 2022 (2021: 97.6%). The extent to which this goal has been achieved is assessed by comparing the ratio for iSQUARE from one year to the next, as it is an indicator showing the operation performance of iSQUARE.
- Quantified KPI data: The adjusted cost of services to revenue ratio for iSQUARE at 31 March 2022 was 28.7% (2021: 18.7%).

業務回顧及評論(續)

僱員

於二零二二年三月三十一日，本集團僱員人數(戴德梁行物業管理有限公司就國際廣場的一般樓宇及物業管理而聘用的員工不包括在內)共39人(二零二一年：39人)，而於本年度所付出之有關開支則約為港幣31,600,000元(二零二一年：港幣27,400,000元)。該有關開支的增加主要是因為於上一財政年度本集團受惠於香港政府的「保就業」計劃之工資補貼所致。

除工資、醫療及退休福利外，本集團亦向員工發放酌定花紅。此外，本集團也贊助員工參加所需之外間進修課程。

關鍵表現指標

(a) 調整後之服務成本收入比率

- 定義及計算：調整後之服務成本收入比率以調整後之服務成本佔收入的百分比計量經營表現(調整後之服務成本是按扣除應收賬款減值虧損後的慣常服務成本計算)，它說明每一元收入所需要的直接支出數額。
- 目的：本集團著重成本控制。此比率對控制及更善用支出提供方向。國際廣場是本集團的主要投資，截至二零二二年三月三十一日止財政年度，其貢獻佔本集團收入的96.7%(二零二一年：97.6%)。國際廣場的調整後之服務成本收入比率是一個顯示其經營表現的指標，從比較一年與其下一年的比率評估其目標已達到的程度。
- 量化關鍵表現指標數據：於二零二二年三月三十一日，國際廣場的調整後之服務成本收入比率為28.7%(二零二一年：18.7%)。

Business Review and Commentary (Continued)

Key performance indicators (Continued)

(b) Occupancy rate

- Definition and calculation: Occupancy rate is a measure that reflects the leasing performance. It is defined as lettable area that have been rented out as a percentage of the total lettable area.
- Purpose: The Group aims to enhance leasing performance. The extent to which this goal has been achieved is assessed by comparing occupancy rate for each investment property from one year to the next, as it is an indicator showing the leasing performance of various properties in the Group.
- Quantified KPI data:

業務回顧及評論(續)

關鍵表現指標(續)

(b) 出租率

- 定義及計算：出租率是反映租務表現的衡量方法，它指已租出可租用面積佔總可租用面積的百分比。
- 目的：本集團以提升租務表現為目標。出租率是一個顯示本集團不同物業租賃表現的指標，從比較一年與其下一年各投資物業的出租率評估此目標已達到的程度。
- 量化關鍵表現指標數據：

| | | Occupancy rate | |
|--|-------------|--|--|
| | | 出租率 | |
| | | At 31 March 2022 於2022年 3月31日 | At 31 March 2021 於2021年 3月31日 |
| Investment properties | 投資物業 | | |
| iSQUARE | 國際廣場 | 73.5% | 76.7% |
| Other commercial properties in Hong Kong | 位於香港的其他商業物業 | 100% | 0% |
| Commercial properties in the PRC | 位於中國的商業物業 | 68.1% | 68.1% |
| Industrial properties in Hong Kong | 位於香港的工業物業 | 28.9% – 100% | 0% – 28.9% |

Environmental policies, performance and related compliance; key relationships with stakeholders

Discussions on the Group's environmental policies and performance, compliance with environmental-related laws and regulations as well as key relationships with its stakeholders as required by Schedule 5 to the Hong Kong Companies Ordinance can be found in the Corporate Social Responsibility Report on pages 37 to 65 of the annual report, and such discussions form part of this Directors' Report.

環境政策、表現及相關的遵守；與利益相關者的重要關係

按香港《公司條例》附表5之要求而作出有關本集團環境政策及表現、遵守與環境相關的法律及規例、以及與其利益相關者之重要關係的討論，列載於本年報第37至65頁的企業社會責任報告內，而該等討論屬本董事會報告的一部分。

Business Review and Commentary (Continued)

Principal risks and uncertainties

Discussion of the principal risks and uncertainties facing the Group as required by Schedule 5 to the Hong Kong Companies Ordinance can be found in the Corporate Governance Report headed "Risk Management and Internal Control – Principal risks and uncertainties" as set out on pages 25 to 28 of the annual report, and such discussion forms part of this Directors' Report.

Particulars of important events

The Board has not identified any important events affecting the Group that have occurred since the end of the financial year.

Outlook

With the continuation of the COVID-19 pandemic, the management expects lower rental values to continue and will take appropriate measures to cope with the situation. It is anticipated that the adverse impact on rental income from iSQUARE and the results from operations of the Group for the coming financial year will continue.

業務回顧及評論(續)

主要風險及不明朗因素

按香港《公司條例》附表5之要求而作出有關本集團所面對主要風險及不明朗因素的討論，列載於本年報第25至28頁的企業管治報告中以「風險管理及內部監控 – 主要風險及不明朗因素」為標題的部分內，而該討論屬本董事會報告的一部分。

重大事件的詳情

董事會確認在本財政年度終結日後沒有任何對本集團有影響的重大事件發生。

展望

在2019冠狀病毒病疫情持續下，管理層預期租值將維持於較低水平，並將按情況採取適當措施。管理層預計，國際廣場租金收入及本集團經營業績於下一財政年度將持續受到負面影響。

Directors

The Directors of the Company during the financial year and up to the date of this report were:

Executive Directors

Cheong Hooi Hong
Cheong Kheng Lim
Cheong Keng Hooi
Cheong Sim Lam
Cheong Chong Ling

Independent Non-executive Directors

Chow Wan Hoi, Paul
Wong Yiu Tak
Tse Pang Yuen

In accordance with articles 95 and 96 of the Company's Articles of Association, Mr Cheong Kheng Lim, Miss Cheong Chong Ling and Mr Tse Pang Yuen shall retire from the Board by rotation at the conclusion of the forthcoming annual general meeting and, being eligible, offer themselves for re-election. None of the directors proposed for re-election at the forthcoming annual general meeting has a service contract with the Company or any of its subsidiaries which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

During the financial year and up to the date of this report, directors of all the Company's subsidiaries (except Associated International Hotels Limited ("AIHL") whose directors also included Miss Cheong Chong Ling, Mr Chow Wan Hoi, Paul, Mr Wong Yiu Tak and Mr Lee Chung) were Mr Cheong Hooi Hong, Mr Cheong Kheng Lim, Mr Cheong Keng Hooi and Mr Cheong Sim Lam.

董事會

於本財政年度及截至本報告日期，本公司的董事會成員如下：

執行董事

鍾輝煌
鍾琮林
鍾炯輝
鍾樂南
鍾聰玲

獨立非執行董事

周雲海
黃耀德
謝鵬元

根據本公司組織章程細則第95及96條，鍾琮林先生、鍾聰玲小姐及謝鵬元先生須於即將召開的股東周年大會結束時輪值退任，惟彼等皆具資格，並願意膺選連任。擬於即將召開之股東周年大會候選連任的董事概無與本公司或其任何附屬公司訂立本集團不可於一年內終止而無須支付賠償(法定賠償除外)的服務合約。

於本財政年度及截至本報告書日期，本公司所有附屬公司的董事為鍾輝煌先生、鍾琮林先生、鍾炯輝先生及鍾樂南先生(除凱聯國際酒店有限公司(「凱聯」)的董事亦包括鍾聰玲小姐、周雲海先生、黃耀德先生及李松先生外)。

Confirmation of Independence

The Company has received from each of the independent non-executive directors an annual confirmation of his independence pursuant to Rule 3.13 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules") and considers all the independent non-executive directors to be independent.

Interests and Short Positions of Directors and Chief Executives in Shares, Underlying Shares and Debentures

As at 31 March 2022, the directors and chief executives of the Company and their associates (as defined in the Listing Rules) had the following interests in the shares of the Company and its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance ("SFO")) as recorded in the register required to be kept by the Company under section 352 of the SFO or as otherwise notified to the Company and The Stock Exchange of Hong Kong Limited ("Stock Exchange") pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers ("Model Code"):

(a) The Company

| Name | 姓名 | Number of shares 股份數目 | | | |
|-------------------|-----|----------------------------|--------------------------|------------------------------------|--|
| | | Personal interests 個人權益 | Family interests 家屬權益 | Total beneficial interests 權益總數 | % of total issued voting shares 佔已發行的實益有投票權股份總數的百分比 |
| Cheong Hooi Hong | 鍾輝煌 | 4,035,792 | 590,000 | 4,625,792 | 0.97% |
| Cheong Kheng Lim | 鍾琮林 | 46,023,872 | 115,292 | 46,139,164 | 9.72% |
| Cheong Keng Hooi | 鍾炯輝 | 26,862,036 | 1,002,384 | 27,864,420 | 5.87% |
| Cheong Sim Lam | 鍾樂南 | 1,099,504 | — | 1,099,504 | 0.23% |
| Cheong Chong Ling | 鍾聰玲 | 412,000 | — | 412,000 | 0.09% |

獨立性的確認

根據《香港聯合交易所有限公司證券上市規則》(「上市規則」)第3.13條，本公司已收到每位獨立非執行董事有關其獨立性的周年確認書。本公司認為全體獨立非執行董事均為獨立人士。

董事及最高行政人員在股份、相關股份和債權證中的權益及淡倉

據本公司按照《證券及期貨條例》(「證券條例」)第352條規定備存的登記冊顯示，或按照《上市發行人董事進行證券交易的標準守則》(「標準守則」)以其他方式向本公司及香港聯合交易所有限公司(「聯交所」)作出的申報，本公司的董事、最高行政人員及其聯繫人(按上市規則之定義)於二零二二年三月三十一日擁有本公司及其相聯法團(須符合證券條例第XV部所載的定義)股份之權益如下：

(a) 本公司

Interests and Short Positions of Directors and Chief Executives in Shares, Underlying Shares and Debentures (Continued)

(b) Associated International Hotels Limited

| Name | 姓名 | Number of ordinary shares 普通股數目 | | | % of total issued voting shares 佔已發行的 有投票權股份 總數的百分比 |
|-------------------|-----|------------------------------------|-----------------------------|--|--|
| | | Personal interests 個人權益 | Family interests 家屬權益 | Total beneficial interests 實益 權益總數 | |
| Cheong Hooi Hong | 鍾輝煌 | 2,073,992 | — | 2,073,992 | 0.58% |
| Cheong Kheng Lim | 鍾琮林 | 24,555,715 | 1,034,000 | 25,589,715 | 7.11% |
| Cheong Keng Hooi | 鍾炯輝 | 11,759,839 | 275,280 | 12,035,119 | 3.34% |
| Cheong Sim Lam | 鍾樂南 | 1,807,155 | 24,000 | 1,831,155 | 0.51% |
| Cheong Chong Ling | 鍾聰玲 | 1,588,000 | — | 1,588,000 | 0.44% |

董事及最高行政人員在股份、相關股份和債權證中的權益及淡倉(續)

(b) 凱聯國際酒店有限公司

(c) Tian Teck Investment Holding Co., Limited

| Name | 姓名 | Number of ordinary shares 普通股數目 | | | % of total issued voting shares 佔已發行的 有投票權股份 總數的百分比 |
|------------------|-----|------------------------------------|-----------------------------|--|--|
| | | Personal interests 個人權益 | Family interests 家屬權益 | Total beneficial interests 實益 權益總數 | |
| Cheong Hooi Hong | 鍾輝煌 | 25 | — | 25 | 25% |
| Cheong Kheng Lim | 鍾琮林 | 25 | — | 25 | 25% |
| Cheong Keng Hooi | 鍾炯輝 | 25 | — | 25 | 25% |
| Cheong Sim Lam | 鍾樂南 | 25 | — | 25 | 25% |

(c) 天德有限公司

Save as disclosed above, as at 31 March 2022, none of the directors and chief executives of the Company or their associates (as defined in the Listing Rules) had 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 by the Company under section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

除上述所披露者外，據本公司按照證券條例第352條規定備存的登記冊顯示，或按照標準守則以其他方式向本公司及聯交所作出的申報，於二零二二年三月三十一日，本公司董事、最高行政人員及其聯繫人（按上市規則之定義）均沒有擁有本公司或其相關法團（須符合證券條例第XV部所載的定義）股份、相關股份或債權證之權益或淡倉。

Interests and Short Positions of Substantial Shareholders and Other Persons in Shares and Underlying Shares

As at 31 March 2022, other than the interests of the directors and chief executives of the Company as disclosed above, the Company has been notified of the following interests in the shares of the Company as recorded in the register required to be kept by the Company under section 336 of the SFO:

| | | Number of shares | Percentage of total issued voting shares |
|---|--------|----------------------------|--|
| | | 股份數目 | 佔已發行的有投票權股份總數的百分比 |
| Tian Teck Investment Holding Co., Limited | 天德有限公司 | 237,370,032 | 50.001% |
| Cheong Kheng Lim | 鍾琮林 | 46,139,164 (Note 1)(註1) | 9.72% |
| Cheong Keng Hooi | 鍾炯輝 | 27,864,420 (Note 2)(註2) | 5.87% |
| Lim Yoke Soon | 林育遜 | 46,139,164 (Note 1)(註1) | 9.72% |
| Wu Soo Huei | 巫惠惠 | 27,864,420 (Note 2)(註2) | 5.87% |

Notes:

- (1) The interest disclosed by Mr Cheong Kheng Lim is the same as the 46,139,164 shares disclosed by Ms Lim Yoke Soon. Out of the 46,139,164 shares, 46,023,872 shares were held by Mr Cheong Kheng Lim, and 115,292 shares were held by his spouse, Ms Lim Yoke Soon.
- (2) The interest disclosed by Mr Cheong Keng Hooi is the same as the 27,864,420 shares disclosed by Ms Wu Soo Huei. Out of the 27,864,420 shares, 26,862,036 shares were held by Mr Cheong Keng Hooi, and 1,002,384 shares were held by his spouse, Ms Wu Soo Huei.

Save as disclosed above, as at 31 March 2022, no other interests or short positions in the shares and underlying shares of the Company required to be recorded in the register kept by the Company under section 336 of the SFO have been notified to the Company.

主要股東及其他人士在股份和相關股份中的權益及淡倉

除上述所披露之本公司董事及最高行政人員的權益外，本公司獲通知，並根據已按照證券條例第336條規定記錄於登記冊的資料顯示，於二零二二年三月三十一日擁有本公司股份之權益者如下：

| | | Number of shares | Percentage of total issued voting shares |
|---|--------|----------------------------|--|
| | | 股份數目 | 佔已發行的有投票權股份總數的百分比 |
| Tian Teck Investment Holding Co., Limited | 天德有限公司 | 237,370,032 | 50.001% |
| Cheong Kheng Lim | 鍾琮林 | 46,139,164 (Note 1)(註1) | 9.72% |
| Cheong Keng Hooi | 鍾炯輝 | 27,864,420 (Note 2)(註2) | 5.87% |
| Lim Yoke Soon | 林育遜 | 46,139,164 (Note 1)(註1) | 9.72% |
| Wu Soo Huei | 巫惠惠 | 27,864,420 (Note 2)(註2) | 5.87% |

註：

- (1) 鍾琮林先生所披露的權益與林育遜女士披露的46,139,164股股份相同。在46,139,164股股份中，46,023,872股為鍾琮林先生持有，115,292股則為其配偶林育遜女士持有。
- (2) 鍾炯輝先生所披露的權益與巫惠惠女士披露的27,864,420股股份相同。在27,864,420股股份中，26,862,036股為鍾炯輝先生持有，1,002,384股則為其配偶巫惠惠女士持有。

除上述所披露者外，於二零二二年三月三十一日，本公司並無獲通知有關任何其他因遵照證券條例第336條而須備存於登記冊的本公司股份和相關股份之權益或淡倉。

Directors' Interests in Transactions, Arrangements and Contracts

No transaction, arrangement or contract of significance, to which the Company, its parent company or controlling shareholder or any of their respective subsidiaries was a party and in which a director of the Company or an entity connected with him (within the meaning of section 486 of the Hong Kong Companies Ordinance) had a material interest (whether directly or indirectly), was entered into in the year or subsisted at the end of the year or at any time during the year.

Disclosure Relating to Rule 13.51B(1) of the Listing Rules

There are no changes in respect of the directors' emoluments at the Company level for the financial year ended 31 March 2022 when compared with the last financial year whilst the changes at the Group level are due to allowances for expenses actually incurred by the executive directors at the subsidiary level. The Group's policy regarding such expenses has not changed.

Indemnity of Directors

A permitted indemnity provision (as defined in the Hong Kong Companies Ordinance) for the benefit of the directors of the Company is currently in force and was in force throughout the financial year ended 31 March 2022.

董事擁有交易、安排及合約的利益

本公司、其母公司或控股股東或任何其各自的附屬公司，於本年度內均沒有訂立或於年結時及本年度任何時間均沒有存在任何本公司董事或與其有關連的實體（須符合香港《公司條例》第486條所載的定義）直接或間接擁有重大利益的重要交易、安排或合約。

與上市規則第13.51B(1)條有關的披露

截至二零二二年三月三十一日止財政年度，本公司於公司層面上所支付的董事酬金與上一財政年度比較並無變化；在集團層面上所出現的變動，則因執行董事於附屬公司按其實際支出而獲取之津貼金額改變所致。本集團在支付該等費用上的政策並無更改。

董事的彌償

惠及本公司董事的獲准許彌償條文（按香港《公司條例》之定義）現正有效，並曾於截至二零二二年三月三十一日止的整個財政年度有效。

Management Contracts

- (a) Agreements exist between the Company and AIHL, a 50.01% owned subsidiary, whereby AIHL agrees to provide administrative services (company secretarial) and non-administrative services (office facilities and staff) to the Company for an indefinite period. The aggregate fees paid to AIHL for the year ended 31 March 2022 amounted to HK\$1,200,000 (2021: HK\$1,200,000).
- (b) A management agreement exists between AIHL and Cushman & Wakefield Property Management Limited whereby this management company is responsible for general building and property management (except for the services relating to tenancy) of iSQUARE. The management agreement was renewed for a term of twelve months commencing on 6 August 2012 and shall be automatically renewed on an annual basis thereafter, subject to the right of termination by AIHL. Manager's remuneration of HK\$600,000 (2021: HK\$600,000) was paid by AIHL for the year ended 31 March 2022.

Apart from the foregoing, no contract concerning the management and administration of the whole or any substantial part of the business of the Company was entered into or existed during the year.

管理合約

- (a) 本公司擁有50.01%權益的附屬公司 — 凱聯與本公司訂有無期限的協議。根據該等協議，凱聯同意為本公司提供行政服務(公司秘書)及非行政服務(辦公室設施及職員)。本公司於截至二零二二年三月三十一日止年度內支付予凱聯的服務費用總額為港幣1,200,000元(二零二一年：港幣1,200,000元)。
- (b) 凱聯和戴德梁行物業管理有限公司簽訂了管理協議。根據協議，該管理公司須負責國際廣場的一般樓宇及物業管理(與租賃相關的服務則除外)。該管理協議已由二零一二年八月六日起續期十二個月，其後將每年自動續期，惟凱聯具有協議終止權。截至二零二二年三月三十一日止年度，凱聯已支付的管理者酬金為港幣600,000元(二零二一年：港幣600,000元)。

除上述所披露者外，本公司於本年度內並無任何或簽訂任何有關全盤業務或其中重大部分的管理合約。

Fixed Assets

Particulars of the investment properties of the Group are set out as follows:

Properties held for leasing and capital appreciation

固定資產

本集團的投資物業如下：

租賃及待資本增值物業

| Location 地點 | Existing use 現有用途 | Term of lease 租賃年期 |
|--|--|-----------------------|
| iSQUARE (excluding an office on 9th Floor) 63 Nathan Road, Tsim Sha Tsui, Kowloon (Kowloon Inland Lot No. 7425) 國際廣場(不包括位於九樓的辦公室) 九龍尖沙咀彌敦道六十三號 (九龍內地段7425號) | Shopping centre 購物中心 | Medium 中期 |
| Good Luck Industrial Building Unit A on the Ground and 1st Floor, and Car Parking Spaces Nos. L1, L2, L3 & L4 on the Ground Floor, 105 How Ming Street, Kwun Tong, Kowloon (Kwun Tong Inland Lot No. 22) 好運工業大廈 地下A單位、一樓A單位及 地下L1、L2、L3及L4停車位 九龍觀塘巧明街一百零五號 (觀塘內地段22號) | Workshops and car parking spaces 工場及停車位 | Medium 中期 |
| Goodluck Industrial Centre Ground, 2nd, 3rd and 4th Floors, 808 Lai Chi Kok Road, Cheung Sha Wan, Kowloon (New Kowloon Inland Lot No. 5780) 好運工業中心 地下、二樓、三樓及四樓 九龍長沙灣荔枝角道八百零八號 (新九龍內地段5780號) | Petrol filling station, showrooms, car parking spaces and car workshops 油站、陳列室、停車位及車房 | Medium 中期 |

Fixed Assets (Continued)

Properties held for leasing and capital appreciation

(Continued)

固定資產 (續)

租賃及待資本增值物業(續)

| Location 地點 | Existing use 現有用途 | Term of lease 租賃年期 |
|---|----------------------|-----------------------|
| Euro Trade Centre 5th Floor, Nos. 13-14 Connaught Road Central and Nos. 21-23 Des Voeux Road Central, Hong Kong (Marine Lot No. 366) | Offices | Long |
| 歐陸貿易中心 五樓 香港干諾道中十三至十四號及 德輔道中二十一至二十三號 (海旁地段366號) | 辦公室 | 長期 |
| Yi An Plaza Unit 1 to 14, 8th Floor, No. 33 Jianshe Liu Road, Yuxiu District, Guangzhou, PRC | Offices | Medium |
| 宜安廣場 八樓一至十四單位 中國廣州市越秀區 建設六馬路三十三號 | 辦公室 | 中期 |

Major Customers and Suppliers

During the year, the Group's revenue attributable to the largest customer and to the five largest customers accounted for 12% and 46% of the Group's total revenue respectively. The five largest suppliers of the Group accounted for less than 30% by value of the Group's total purchases.

At no time during the year have the directors, their close associates or any member of the Company (which to the knowledge of the Directors owns more than 5% of the number of issued shares of the Company) had any interest in these major customers.

Bank Loan and Other Borrowings

Particulars of bank loan and other borrowings of the Group as at 31 March 2022 are set out in notes 20 to 21 to the financial statements.

Retirement Schemes

Particulars of the retirement schemes are set out in note 24 to the financial statements.

Charitable Donations

Charitable donations made by the Group during the year amounted to HK\$189,000 (2021: HK\$210,000).

Purchase, Sale or Redemption by the Company and its Subsidiaries of its Listed Securities

There were no purchases, sales or redemptions of the Company's listed securities by the Company or any of its subsidiaries during the year.

Sufficiency of Public Float

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

主要客戶及供應商

於本年度內，本集團最大客戶和五大客戶的收入分別佔本集團總收入的12%和46%。本集團向其五大供應商所進行的採購低於總採購額的30%。

於本年度內任何時間，本公司董事、其緊密聯繫人 or 任何成員(據董事會所知悉擁有本公司已發行股份數目5%以上)均沒有擁有這些主要客戶的任何權益。

銀行貸款及其他借款

本集團於二零二二年三月三十一日的銀行貸款及其他借款，詳情載於財務報表附註20至21。

退休計劃

本集團的退休計劃詳情載於財務報表附註24。

慈善捐款

本集團於本年度內的慈善捐款為港幣189,000元(二零二一年：港幣210,000元)。

本公司及其附屬公司購回、出售或贖回其上市證券

本年度內，本公司或其任何附屬公司並無購回、出售或贖回本公司之上市證券。

足夠公眾持股量

基於公開予本公司查閱之資料及據本公司董事會所知悉，截至本年報日期為止，本公司一直維持上市規則訂明之公眾持股量。

Five Year Financial Summary

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out on pages 155 to 156 of the annual report.

Auditor

KPMG retire and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of KPMG as auditor of the Company is to be proposed at the forthcoming annual general meeting.

By order of the Board

Cheong Hooi Hong

Chairman

Hong Kong, 29 June 2022

五年財務概要

本集團於過去五個財政年度的業績及資產與負債概要載於本年報第155至156頁。

核數師

畢馬威會計師事務所即將告退，惟願膺選連任。由畢馬威會計師事務所連任本公司核數師的決議，將於即將召開的股東周年大會上提出。

承董事會命

主席

鍾輝煌

香港，二零二二年六月二十九日

Biographical Details of Directors and Senior Management

董事與高層管理人員個人簡歷

Executive Directors

Mr Cheong Hooi Hong, aged 75, has been the Chairman and a director of the Company and Associated International Hotels Limited since 1983 and 1984 respectively. He currently is the Chief Executive Officer and the chairman of the nomination committee of the Company and Associated International Hotels Limited. He is also a director of Tian Teck Investment Holding Co., Limited and various subsidiaries in the Group. Mr Cheong is a member of both the CPA Australia and the Institute of Certified Public Accountants of Singapore. He holds a diploma from the Royal Melbourne Institute of Technology in Commerce. He has extensive experience in property development and investment both in Hong Kong and Singapore for over 50 years.

He is a brother of directors, Messrs Cheong Kheng Lim, Cheong Keng Hooi and Cheong Sim Lam.

Mr Cheong Kheng Lim, aged 73, has been the Deputy Chairman and a director of the Company since 1983 and 1969 respectively. He has been the Deputy Chairman and a director of Associated International Hotels Limited since 1984. He currently is the Chief Operation Officer of Associated International Hotels Limited and a member of the nomination committee of the Company and Associated International Hotels Limited. Mr Cheong is also a director of Tian Teck Investment Holding Co., Limited and various subsidiaries in the Group.

He is a brother of directors, Messrs Cheong Hooi Hong, Cheong Keng Hooi and Cheong Sim Lam and is also the father of Miss Cheong Chong Ling, a director.

Mr Cheong Keng Hooi, aged 69, has been a director of the Company and Associated International Hotels Limited since 1983 and 1984 respectively. He is the Chief Project Officer of Associated International Hotels Limited. He is also a director of Tian Teck Investment Holding Co., Limited and various subsidiaries in the Group. Mr Cheong holds a degree of Bachelor of Business Administration from the University of Hawaii.

He is a brother of directors, Messrs Cheong Hooi Hong, Cheong Kheng Lim and Cheong Sim Lam.

執行董事

鍾輝煌先生，75歲，分別於一九八三年和一九八四年開始出任本公司和凱聯國際酒店有限公司主席兼董事，他現時是本公司和凱聯國際酒店有限公司行政總裁及提名委員會主席，同時亦為天德有限公司和本集團多間附屬公司董事。鍾先生現時為澳洲會計師公會會員及新加坡會計師協會會員，並持有澳洲Royal Melbourne Institute of Technology商業系的文憑。鍾先生在香港及新加坡物業發展和投資方面擁有超過五十年的豐富經驗。

鍾輝煌先生是董事鍾琮林先生、董事鍾炯輝先生及董事鍾樂南先生的兄長。

鍾琮林(亦稱鍾瓊林)先生，73歲，分別於一九八三年和一九六九年開始出任本公司副主席和董事，並自一九八四年始出任凱聯國際酒店有限公司副主席及董事，他現時是凱聯國際酒店有限公司營運經理及本公司和凱聯國際酒店有限公司提名委員會成員，同時亦為天德有限公司和本集團多間附屬公司董事。

鍾琮林先生是董事鍾輝煌先生、董事鍾炯輝先生及董事鍾樂南先生的兄弟，並為董事鍾聰玲小姐的父親。

鍾炯輝(亦稱鍾焯輝)先生，69歲，分別於一九八三年和一九八四年開始出任本公司和凱聯國際酒店有限公司董事，他是凱聯國際酒店有限公司策劃經理，同時亦為天德有限公司和本集團多間附屬公司董事。鍾先生持有夏威夷大學工商管理學士學位。

鍾炯輝先生是董事鍾輝煌先生、董事鍾琮林先生及董事鍾樂南先生的兄弟。

Executive Directors (Continued)

Mr Cheong Sim Lam, aged 63, has been a director of the Company and Associated International Hotels Limited since 1983 and 1984 respectively. He is the Chief Investment Officer of Associated International Hotels Limited. He is also a director of Tian Teck Investment Holding Co., Limited and various subsidiaries in the Group. He obtained a certificate in Accounting and General Business from Kapiolani Community College, Hawaii and has over 42 years of working experience.

He is a brother of directors, Messrs Cheong Hooi Hong, Cheong Kheng Lim and Cheong Keng Hooi.

Miss Cheong Chong Ling (also known as Cheong Chong Ling Diamond), aged 51, joined the Group as an assistant to directors in 1997. She has been a director of the Company and Associated International Hotels Limited since 2007. She is the Chief Administration Officer of Associated International Hotels Limited. Miss Cheong holds a degree of Bachelor of Science from the School of Hotel Administration at Cornell University.

She is the daughter of Mr Cheong Kheng Lim, a director.

Independent Non-executive Directors

Mr Chow Wan Hoi, Paul, aged 66, has been an independent non-executive director of the Company and Associated International Hotels Limited since 2004. He currently also serves on the audit committee (as chairman), remuneration committee (as chairman) and nomination committee (as member) of the Company and Associated International Hotels Limited. Mr Chow has significant experience in accounting and finance and has been an Associate of the Institute of Chartered Accountants in England and Wales since 1983 and an Associate of the Institute of Chartered Accountants in Australia since 1988 and is a member of the Hong Kong Institute of Certified Public Accountants.

Mr Wong Yiu Tak, aged 75, has been an independent non-executive director of the Company and Associated International Hotels Limited since 2017. He currently also serves on the audit committee, remuneration committee and nomination committee of the Company and Associated International Hotels Limited. Mr Wong holds a degree of Bachelor of Science (Honours) from The University of Hong Kong and a Master of Law from Peking University. He is now a serving solicitor in Hong Kong and a consultant to Messrs. S.K. Wong & Co., Solicitors & Notaries.

執行董事(續)

鍾樂南先生，63歲，分別於一九八三年和一九八四年開始出任本公司和凱聯國際酒店有限公司董事，他是凱聯國際酒店有限公司投資經理，同時亦為天德有限公司和本集團多間附屬公司董事。鍾先生獲取夏威夷Kapiolani Community College會計及商業證書，並擁有超過四十二年的工作經驗。

鍾樂南先生是董事鍾輝煌先生、董事鍾琮林先生及董事鍾炯輝先生的弟弟。

鍾聰玲小姐，51歲，於一九九七年加入本集團，並擔任董事助理。鍾小姐於二零零七年開始出任本公司及凱聯國際酒店有限公司董事。她是凱聯國際酒店有限公司行政經理。鍾小姐持有美國康乃爾大學酒店行政理學士學位。

鍾聰玲小姐是董事鍾琮林先生的女兒。

獨立非執行董事

周雲海先生，66歲，於二零零四年開始出任本公司和凱聯國際酒店有限公司獨立非執行董事，現時亦出任本公司和凱聯國際酒店有限公司審核委員會主席、薪酬委員會主席並為提名委員會成員。周先生在會計和財經方面具資深經驗，並分別自一九八三年及一九八八年成為英國特許會計師公會和澳洲特許會計師公會會員，現時也是香港會計師公會會員。

黃耀德先生，75歲，於二零一七年開始出任本公司和凱聯國際酒店有限公司獨立非執行董事，現時亦是本公司和凱聯國際酒店有限公司審核委員會、薪酬委員會和提名委員會成員。黃先生持有香港大學(榮譽)理學士學位及北京大學法律碩士學位。他現為香港執業律師，並於黃萃群律師行擔任顧問。

Independent Non-executive Directors (Continued)

Mr Tse Pang Yuen, aged 76, has been an independent non-executive director of the Company since 2004. He currently also serves on the audit committee, remuneration committee and nomination committee of the Company. Mr Tse is a veteran lawyer. He is admitted as a solicitor in Hong Kong, England and Singapore and has been a managing partner of Messrs Stephen Lo & P. Y. Tse, Solicitors since 1987.

Senior Management

Miss Susan Chan So Some, aged 71, joined the Group in 1987 and has been the financial controller since 1990. Prior to joining the Group, Miss Chan was a chief accountant of the Group's ultimate holding company. She has over 42 years of experience in accounting and financial management.

Mr Choi Ming Kwan, aged 65, joined the Company in 1981 and has been the Group's project manager since 1990.

Ms Ng Sau Fong, ACG, ACS, aged 52, holds a degree of Bachelor of Arts from The University of Hong Kong. Ms Ng joined the Group in 1992 as assistant to directors and has been the company secretary of the Company and Associated International Hotels Limited since 2004.

Ms Wong Siu Mei, CPA, aged 53, is the accounting manager of the Company. She holds a degree of Master of Professional Accounting from The Hong Kong Polytechnic University. Prior to joining the Company in 2008, Ms Wong worked for a multinational corporation over 9 years in field of accounting and treasury.

Note: Miss Chan, Mr Choi and Ms Ng are employed by Associated International Hotels Limited and serve the Company pursuant to the management agreement between the Company and Associated International Hotels Limited.

獨立非執行董事(續)

謝鵬元先生，76歲，於二零零四年開始出任本公司獨立非執行董事，現時亦為本公司審核委員會、薪酬委員會和提名委員會成員。謝先生是資深律師，並具香港、英國和新加坡律師資格，且自一九八七年起成為謝鵬元律師事務所常務合夥人。

高層管理人員

陳素心小姐，71歲，於一九八七年加入本集團，並自一九九零年起出任財務總監。在加入本集團前，陳小姐擔任本集團最終控股公司的會計主任。她於會計及財務管理方面擁有超過四十二年的經驗。

蔡明坤先生，65歲，於一九八一年加入本公司，並自一九九零年起出任本集團工程部經理。

吳秀芳女士，特許公司治理公會會士，香港特許秘書公會會士，52歲，持有香港大學文學士學位。吳女士於一九九二年加入本集團，並擔任董事助理一職，自二零零四年始出任本公司和凱聯國際酒店有限公司公司秘書。

黃小媚女士，會計師，53歲，本公司的會計經理。她持有香港理工大學專業會計碩士學位。於二零零八年加入本公司前，黃女士曾於一間跨國公司的會計及司庫領域工作超過九年。

註：陳小姐、蔡先生及吳女士實為凱聯國際酒店有限公司僱員。根據本公司與凱聯國際酒店有限公司的管理合約，他們亦為本公司提供服務。

Independent Auditor's Report 獨立核數師報告



Independent Auditor's Report to the Members of Tian Teck Land Limited

(Incorporated in Hong Kong with limited liability)

Opinion

We have audited the consolidated financial statements of Tian Teck Land Limited ("the Company") and its subsidiaries ("the Group") set out on pages 93 to 154, which comprise the consolidated statement of financial position as at 31 March 2022, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2022 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards ("HKFRSs") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the Hong Kong Companies Ordinance.

Basis for Opinion

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

獨立核數師報告 致天德地產有限公司成員

(於香港註冊成立的有限公司)

意見

本核數師(以下簡稱「我們」)已審核列載於第93至154頁天德地產有限公司(「貴公司」)及其附屬公司(「貴集團」)的綜合財務報表，此綜合財務報表包括於二零二二年三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入表、綜合權益變動表和綜合現金流量表，以及綜合財務報表附註，包括主要會計政策概要。

我們認為，該等綜合財務報表已根據香港會計師公會頒布的《香港財務報告準則》真實而中肯地反映了貴集團於二零二二年三月三十一日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》妥為編製。

意見的基礎

我們已根據香港會計師公會頒布的《香港審計準則》進行審核。我們在該等準則下承擔的責任已在本報告「核數師就審核綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒布的《專業會計師道德守則》(「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，我們所獲得的審核憑證能充足及適當地為我們的審核意見提供基礎。

Key Audit Matters

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

關鍵審核事項

關鍵審核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核最為重要的事項。這些事項是在我們審核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。

Valuation of investment properties

投資物業的估值

Refer to note 12 to the consolidated financial statements and the accounting policy in note 1(d).

參閱綜合財務報表附註12及會計政策附註1(d)。

| The key audit matter 關鍵審核事項 | How the matter was addressed in our audit 我們的審核如何處理該事項 |
|---|--|
| <p>The Group holds a portfolio of investment properties located in Hong Kong and the People's Republic of China. These investment properties are primarily represented by iSQUARE, a shopping and entertainment complex located in Tsim Sha Tsui, Hong Kong.</p> <p>貴集團於香港及中華人民共和國持有數個投資物業。這些投資物業的主要代表為國際廣場。國際廣場位處香港尖沙咀，是一個綜合娛樂及購物中心。</p> <p>Management's assessment of the fair value of investment properties is based on valuations performed by an external property valuer in accordance with recognised industry standards.</p> <p>管理層根據外聘物業估值師按照認可的業內標準所進行的估值，評估投資物業的公允價值。</p> <p>One of the key drivers of the valuation of investment properties is rental income which can be volatile, particularly in light of the current economic status of the retail industry in Hong Kong.</p> <p>投資物業估值的其中一項關鍵驅動因素是存在波動的租金收入，特別是鑑於當前香港零售業的經濟狀況。</p> | <p>Our audit procedures to assess the valuation of investment properties included the following:</p> <p>我們就評估投資物業估值的審核程序包括以下程序：</p> <ul style="list-style-type: none"> assessing the external property valuer's qualifications, experience and expertise in the properties being valued, and considering their objectivity; 評估外聘物業估值師的資格、其於物業估值的經驗及專業知識，以及考慮其客觀性； obtaining and inspecting the valuation reports prepared by the external property valuer engaged by the Group on which the management's assessment of the fair value of investment properties was based; 取得並檢查由貴集團委託的外聘估值師為管理層評估投資物業的公允價值而編製的估值報告； discussing with the external property valuer the valuation methodology and key estimates and assumptions adopted in the valuations; 與外聘估值師討論其估值方法及估值中所採用的主要估計及假設； |

Key Audit Matters (Continued)

關鍵審核事項(續)

Valuation of investment properties

投資物業的估值

Refer to note 12 to the consolidated financial statements and the accounting policy in note 1(d).

參閱綜合財務報表附註12及會計政策附註1(d)。

| The key audit matter 關鍵審核事項 | How the matter was addressed in our audit 我們的審核如何處理該事項 |
|--|--|
| <p>We identified valuation of the Group's investment properties as a key audit matter because the valuation of investment properties is inherently subjective and requires significant judgement and estimation which increases the risk of error or potential management bias.</p> <p>我們把貴集團的投資物業估值列為關鍵審核事項，因為投資物業估值存在固有主觀成份，並且需要重大的判斷和估計，從而增加了出錯或管理層潛在偏見的風險。</p> | <ul style="list-style-type: none"> with the assistance of our internal property valuation specialists, on a sample basis evaluating the valuation methodology applied by the external property valuer and challenging the key estimates and assumptions adopted in the valuations, including capitalisation rates, prevailing market rents and comparable market transactions, by comparing the key estimates and assumptions used by the external property valuer in the valuation of each investment property with market available data and/or government produced market statistics; and 在我們的內部物業估值人員的協助下，以抽樣方式，評估外聘物業估值師所採用的估值方法和透過比較外聘物業估值師在各投資物業估值中採用的主要估計及假設與可用的市場數據及／或由政府編製的市場統計數據，對估值中所採用的主要估計和假設(包括資本化比率、現行的市場租金和可比較的市場交易)提出質疑；及 comparing, on a sample basis, the tenancy information, including committed rents and occupancy rates, provided by the Group to the external property valuer with underlying contracts and documentation. 以抽樣方式，比較租賃信息，包括由貴集團向外聘物業估值師提供的承諾租金及出租率，以及相關合約及文件記錄。 |

Information Other Than the Consolidated Financial Statements and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises all the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Consolidated Financial Statements

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

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

The directors are assisted by the audit committee in discharging their responsibilities for overseeing the Group's financial reporting process.

綜合財務報表及其核數師報告以外的信息

董事須對其他信息負責。其他信息包括刊載於年報內的全部信息，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保證結論。

就有關我們的綜合財務報表審核，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核過程中所知悉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，我們須要報告該事實。在這方面，我們沒有任何報告。

董事就綜合財務報表承擔的責任

貴公司的董事須負責根據香港會計師公會頒布的《香港財務報告準則》及香港《公司條例》編製真實而中肯的綜合財務報表，並對其為使綜合財務報表的編製不存在因欺詐或錯誤而導致的重大錯誤陳述所認為必需的內部監控負責。

在編製綜合財務報表時，董事須負責評估貴集團持續經營的能力，並在適用情況下，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終止經營，或別無其他實際的替代方案。

審核委員會協助董事履行監督貴集團的財務報告過程的責任。

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, in accordance with section 405 of the Hong Kong Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

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

核數師就審核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因欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。我們是按照香港《公司條例》第405條的規定，僅向整體成員報告。除此以外，我們的報告不可用作其他用途。我們概不就本報告的內容，對任何其他人士負責或承擔法律責任。

合理保證是高水平的保證，但不能保證按照《香港審計準則》進行的審核，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，如果合理預期它們個別或匯總起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視為重大。

在根據《香港審計準則》進行審核的過程中，我們運用專業的判斷和保持專業的懷疑態度。我們亦：

- 識別和評估因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，設計及執行審核程序以應對這些風險，以及獲取充足和適當的審核憑證，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，或凌駕於內部監控之上，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。
- 了解與審核相關的內部監控，以設計在各種情況下適當的審核程序，但目的並非對貴集團內部監控的效能發表意見。
- 評價董事所採用會計政策的恰當性及所作出會計估計和相關披露的合理性。

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (Continued)

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

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

核數師就審核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。根據所獲取的審核憑證，確定是否存在與事件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，我們須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，我們須發表非無保留意見。我們的結論是基於核數師報告日止所取得的審核憑證。然而，未來事件或情況可能導致貴集團終止持續經營。
- 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地反映相關交易和事件。
- 就貴集團內實體或業務活動的財務資料獲取充足、適當的審核憑證，以便對綜合財務報表發表意見。我們負責貴集團審核的方向、監督和執行。我們為審核意見承擔全部責任。

除其他事項外，我們與審核委員會溝通計劃的審核範圍、時間安排、重大審核發現等，包括我們在審核中識別出內部監控的任何重大缺陷。

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (Continued)

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

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

The engagement partner on the audit resulting in this independent auditor's report is Yau Ngai Lun, Alan.

KPMG

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

29 June 2022

核數師就審核綜合財務報表承擔的責任(續)

我們還向審核委員會提交聲明，說明我們已遵守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，為消除對獨立性的威脅所採取的行動或防範措施。

從與審核委員會溝通的事項中，我們確定哪些事項對本期綜合財務報表的審核最為重要，因而構成關鍵審核事項。我們在核數師報告中描述這些事項，但法律或法規不允許公開披露這些事項則除外，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傳達該事項。

本獨立核數師報告的審計項目合夥人是邱毅麟。

畢馬威會計師事務所

執業會計師
香港中環
遮打道10號
太子大廈8樓

二零二二年六月二十九日

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收入表

For the year ended 31 March 2022 (Expressed in Hong Kong dollars) 截至二零二二年三月三十一日止年度(以港幣列示)

| | | Note | 2022 | 2021 |
|---|-----------------------|-------|--------------------|-------------|
| | | 附註 | \$'000 | \$'000 |
| | | | 千元 | 千元 |
| Revenue | 收入 | 3 | 310,348 | 444,882 |
| Cost of services | 服務成本 | | (91,069) | (96,362) |
| Gross profit | 毛利 | | 219,279 | 348,520 |
| Other revenue | 其他收入 | 5 | 4,001 | 9,271 |
| Other net income | 其他收益淨額 | 5 | 1,468 | 2,933 |
| Administrative expenses | 行政費用 | | (41,988) | (37,772) |
| Profit from operations before valuation changes in investment properties | 投資物業估值變動前的經營溢利 | | 182,760 | 322,952 |
| Net valuation losses on investment properties | 投資物業估值虧損淨額 | 12(a) | (1,264,692) | (1,809,195) |
| Loss from operations after valuation changes in investment properties | 投資物業估值變動後的經營虧損 | | (1,081,932) | (1,486,243) |
| Finance costs | 融資成本 | 6(a) | (2,981) | (3,047) |
| Loss before taxation | 除稅前虧損 | 6 | (1,084,913) | (1,489,290) |
| Income tax | 所得稅 | 9(a) | (29,397) | (50,955) |
| Loss and total comprehensive income for the year | 本年度虧損及全面收入總額 | | (1,114,310) | (1,540,245) |
| Attributable to: | 下列人士應佔： | | | |
| — Equity shareholders of the Company | — 公司權益股東 | | (554,024) | (777,623) |
| — Non-controlling interests | — 非控股股東權益 | | (560,286) | (762,622) |
| Loss and total comprehensive income for the year | 本年度虧損及全面收入總額 | | (1,114,310) | (1,540,245) |
| Loss per share — basic and diluted | 每股虧損 — 基本及攤薄 | 11 | \$(1.17) | \$(1.64) |

The notes on pages 99 to 154 form part of these financial statements. Details of dividends payable to equity shareholders of the Company are set out in note 10.

第99至154頁的附註屬本財務報表的一部分。應付公司權益股東股息的詳情列載於附註10。

Consolidated Statement of Financial Position

綜合財務狀況表

At 31 March 2022 (Expressed in Hong Kong dollars) 於二零二二年三月三十一日 (以港幣列示)

| | | | 2022 | 2021 |
|---|------------------|-------|-------------------|-------------------|
| | | Note | \$'000 | \$'000 |
| | | 附註 | 千元 | 千元 |
| Non-current assets | 非流動資產 | | | |
| Fixed assets | 固定資產 | 12(a) | | |
| — Investment properties | — 投資物業 | | 9,478,748 | 10,740,522 |
| — Other properties, plant and equipment | — 其他物業、廠房及設備 | | 54,801 | 58,245 |
| | | | 9,533,549 | 10,798,767 |
| Current assets | 流動資產 | | | |
| Accounts receivable, deposits and prepayments | 應收賬款、訂金及預付款 | 14 | 150,660 | 190,846 |
| Current tax recoverable | 本期應收所得稅 | 9(c) | 11,640 | 8,468 |
| Pledged bank deposits | 已抵押銀行存款 | 15 | 3,417 | 21,801 |
| Cash and cash equivalents | 現金及現金等價物 | 16(a) | 492,922 | 430,918 |
| | | | 658,639 | 652,033 |
| Current liabilities | 流動負債 | | | |
| Other payables and accruals | 其他應付款及應計費用 | 17 | 51,248 | 38,341 |
| Deposits received | 已收訂金 | 18 | 133,203 | 154,626 |
| Provision for long service payments | 長期服務金準備 | 19 | 1,648 | 1,505 |
| Bank loan — secured | 銀行貸款 — 有抵押 | 20 | — | 200,000 |
| Current tax payable | 本期應付所得稅 | 9(c) | 6 | 6 |
| | | | 186,105 | 394,478 |
| Net current assets | 流動資產淨值 | | 472,534 | 257,555 |
| Total assets less current liabilities | 資產總值減流動負債 | | 10,006,083 | 11,056,322 |
| Non-current liabilities | 非流動負債 | | | |
| Bank loan — secured | 銀行貸款 — 有抵押 | 20 | 200,000 | — |
| Government lease premiums payable | 應付政府地價 | 21 | 1,572 | 1,649 |
| Deferred tax liabilities | 遞延稅項負債 | 9(d) | 105,980 | 97,486 |
| | | | 307,552 | 99,135 |
| NET ASSETS | 資產淨值 | | 9,698,531 | 10,957,187 |

Consolidated Statement of Financial Position 綜合財務狀況表

At 31 March 2022 (Expressed in Hong Kong dollars) 於二零二二年三月三十一日 (以港幣列示)

| | | | 2022 | 2021 |
|----------------------------------|----------------|-------|-----------|------------|
| | | | \$'000 | \$'000 |
| | | | 千元 | 千元 |
| | | Note | | |
| | | 附註 | | |
| CAPITAL AND RESERVES | 資本及儲備 | 22 | | |
| Share capital | 股本 | 22(b) | 121,830 | 121,830 |
| Reserves | 儲備 | | 4,917,577 | 5,547,559 |
| | | | 5,039,407 | 5,669,389 |
| Non-controlling interests | 非控股股東權益 | | 4,659,124 | 5,287,798 |
| TOTAL EQUITY | 權益總額 | | 9,698,531 | 10,957,187 |

Approved and authorised for issue by the Board of Directors on 29 June 2022.

董事會於二零二二年六月二十九日核准並許可發出。

Cheong Hooi Hong
Director

Cheong Kheng Lim
Director

董事
鍾輝煌

董事
鍾琮林

The notes on pages 99 to 154 form part of these financial statements.

第99至154頁的附註屬本財務報表的一部分。

Consolidated Statement of Changes in Equity

綜合權益變動表

For the year ended 31 March 2022 (Expressed in Hong Kong dollars) 截至二零二二年三月三十一日止年度(以港幣列示)

| | | Attributable to equity shareholders of the Company | | | | | Non-controlling interests | Total equity |
|--|--------------------------|--|---------------------|-------------------|-----------|-----------|---------------------------|--------------|
| | | 公司權益股東應佔 | | | | | | |
| | | Share capital | Revaluation reserve | Retained earnings | Total | | | |
| | | 股本 | 重估儲備 | 保留溢利 | 總額 | 非控股股東權益 | 權益總額 | |
| Note | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | |
| 附註 | | 千元 | 千元 | 千元 | 千元 | 千元 | 千元 | |
| Balance at 1 April 2020 | 於2020年4月1日的結餘 | 121,830 | 900,951 | 5,519,177 | 6,541,958 | 6,140,405 | 12,682,363 | |
| Changes in equity for the year: | 本年度權益變動： | | | | | | | |
| Loss and total comprehensive income for the year | 本年度虧損及全面收入總額 | — | — | (777,623) | (777,623) | (762,622) | (1,540,245) | |
| Dividends approved in respect of the previous financial year | 屬於上一財政年度批准的股息 | 10(b) | — | (47,473) | (47,473) | — | (47,473) | |
| Dividends declared in respect of the current financial year | 屬於本財政年度宣派的股息 | 10(a) | — | (47,473) | (47,473) | — | (47,473) | |
| Dividends paid to non-controlling interests | 支付非控股股東的股息 | — | — | — | — | (89,985) | (89,985) | |
| Balance at 31 March 2021 and 1 April 2021 | 於2021年3月31日及2021年4月1日的結餘 | 121,830 | 900,951 | 4,646,608 | 5,669,389 | 5,287,798 | 10,957,187 | |
| Changes in equity for the year: | 本年度權益變動： | | | | | | | |
| Loss and total comprehensive income for the year | 本年度虧損及全面收入總額 | — | — | (554,024) | (554,024) | (560,286) | (1,114,310) | |
| Dividends approved in respect of the previous financial year | 屬於上一財政年度批准的股息 | 10(b) | — | (37,979) | (37,979) | — | (37,979) | |
| Dividends declared in respect of the current financial year | 屬於本財政年度宣派的股息 | 10(a) | — | (37,979) | (37,979) | — | (37,979) | |
| Dividends paid to non-controlling interests | 支付非控股股東的股息 | — | — | — | — | (68,388) | (68,388) | |
| Balance at 31 March 2022 | 於2022年3月31日的結餘 | 121,830 | 900,951 | 4,016,626 | 5,039,407 | 4,659,124 | 9,698,531 | |

The notes on pages 99 to 154 form part of these financial statements.

第99至154頁的附註屬本財務報表的一部分。

Consolidated Statement of Cash Flows

綜合現金流量表

For the year ended 31 March 2022 (Expressed in Hong Kong dollars) 截至二零二二年三月三十一日止年度(以港幣列示)

| | Note | 2022 | 2021 |
|--|--------------------|----------------|----------------|
| | 附註 | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Operating activities | 經營活動 | | |
| Loss before taxation | 除稅前虧損 | (1,084,913) | (1,489,290) |
| Adjustments for: | 調整項目： | | |
| — Interest income | — 利息收入 | (2,784) | (7,473) |
| — Finance costs | — 融資成本 | 2,981 | 3,047 |
| — Depreciation | — 折舊 | 4,289 | 4,328 |
| — Net valuation losses on investment properties | — 投資物業估值虧損淨額 | 1,264,692 | 1,809,195 |
| — Net loss on disposals of fixed assets | — 處置固定資產虧損淨額 | 6 | 10 |
| — Foreign exchange gain | — 外幣匯兌盈利 | (1,467) | (2,923) |
| Operating profit before changes in working capital | 營運資金變動前經營溢利 | 182,804 | 316,894 |
| Decrease/(increase) in accounts receivable, deposits and prepayments | 應收賬款、訂金及預付款減少/(增加) | 40,277 | (85,475) |
| Increase in other payables and accruals | 其他應付款及應計費用增加 | 12,771 | 6,075 |
| Decrease in deposits received | 已收訂金減少 | (21,423) | (21,874) |
| Increase/(decrease) in provision for long service payments | 長期服務金準備增加/(減少) | 143 | (242) |
| Cash generated from operations | 經營業務所得的現金 | 214,572 | 215,378 |
| Tax paid | 已付稅項 | | |
| — Hong Kong Profits Tax paid | — 已付香港利得稅 | (23,915) | (64,629) |
| — PRC tax paid | — 已付中國稅項 | (160) | (162) |
| Net cash generated from operating activities | 經營活動所得的現金淨額 | 190,497 | 150,587 |

Consolidated Statement of Cash Flows 綜合現金流量表

For the year ended 31 March 2022 (Expressed in Hong Kong dollars) 截至二零二二年三月三十一日止年度(以港幣列示)

| | | | 2022 | 2021 |
|---|---------------------------------|-------|------------------|------------------|
| | | Note | \$'000 | \$'000 |
| | | 附註 | 千元 | 千元 |
| Investing activities | 投資活動 | | | |
| Interest received | 已收利息 | | 2,694 | 8,622 |
| Payment for purchase of fixed assets other than investment properties | 購入固定資產付款 (不包括投資物業) | | (851) | (670) |
| Payment for expenditure on investment properties | 投資物業支出付款 | | (1,487) | (1,032) |
| Decrease/(increase) in pledged bank deposits | 已抵押銀行存款減少/(增加) | | 18,384 | (18,845) |
| Net cash generated from/(used in) investing activities | 投資活動所得/(所用)的現金淨額 | | 18,740 | (11,925) |
| Financing activities | 融資活動 | | | |
| Payment for government lease premiums payable | 支付政府地價 | 16(b) | (73) | (69) |
| Interest paid on government lease premiums payable | 已付政府地價利息 | 16(b) | (86) | (90) |
| Interest paid on bank loan | 已付銀行貸款利息 | 16(b) | (1,794) | (2,720) |
| Other borrowing costs paid | 已付其他借款成本 | 16(b) | (970) | (251) |
| Dividends paid | 已支付股息 | | (75,958) | (94,946) |
| Dividends paid to non-controlling interests | 已支付非控股股東股息 | | (68,388) | (89,985) |
| Net cash used in financing activities | 融資活動所用的現金淨額 | | (147,269) | (188,061) |
| Net increase/(decrease) in cash and cash equivalents | 現金及現金等價物增加/(減少)淨額 | | 61,968 | (49,399) |
| Cash and cash equivalents at 1 April 2021/2020 | 於2021/2020年4月1日的現金及現金等價物 | | 430,918 | 480,298 |
| Effect of foreign exchange rates changes | 外幣匯率變動的影響 | | 36 | 19 |
| Cash and cash equivalents at 31 March | 於3月31日的現金及現金等價物 | 16(a) | 492,922 | 430,918 |

The notes on pages 99 to 154 form part of these financial statements.

第99至154頁的附註屬本財務報表的一部分。

Notes to the Financial Statements

財務報表附註

(Expressed in Hong Kong dollars) (以港幣列示)

1 Significant Accounting Policies

(a) Statement of compliance

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

The HKICPA has issued a number of amendments to HKFRSs that are first effective or available for early adoption for the current accounting period of the Group and the Company. Note 2 provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current and prior accounting periods reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 March 2022 comprise the Company and its subsidiaries (together referred to as the “Group”).

The measurement basis used in the preparation of the financial statements is the historical cost basis except that the investment properties are stated at their fair value as explained in the accounting policies set out in note 1(d).

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

1 主要會計政策

(a) 合規聲明

本財務報表是按照所有適用的《香港財務報告準則》(此統稱包括香港會計師公會頒布的所有適用的個別《香港財務報告準則》、《香港會計準則》和詮釋)、香港公認會計原則和香港《公司條例》的規定編製。本財務報表同時符合適用的《香港聯合交易所有限公司證券上市規則》披露條文。以下是本集團採用的主要會計政策。

香港會計師公會頒布了多項《香港財務報告準則》的修訂，該等準則在本集團和本公司當前的會計期間首次生效或可供提早採用。附註2提供有關初始應用這些與本集團相關並已反映於本財務報表內的準則變化所引致當前和以往會計期間的會計政策變動的資料。

(b) 財務報表的編製基準

截至二零二二年三月三十一日止年度的綜合財務報表涵蓋本公司和各附屬公司(統稱「本集團」)。

除附註1(d)所載的會計政策所闡釋的投資物業是按公允價值入賬外，編製本財務報表時是以歷史成本作為計量基準。

符合《香港財務報告準則》的財務報表之編製，管理層須就影響政策的應用及呈報資產、負債、收入和支出的數額作出判斷、估計和假設。這些估計和相關假設是根據以往經驗和管理層因應當時情況認為合理的多項其他因素作出的，其結果構成了管理層在無法依循其他途徑即時得知資產與負債的賬面值時所作出判斷的基礎。實際結果可能有別於估計數額。

1 Significant Accounting Policies (Continued)

(b) Basis of preparation of the financial statements (Continued)

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

(c) Subsidiaries and non-controlling interests

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

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

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

1 主要會計政策(續)

(b) 財務報表的編製基準(續)

管理層會不斷審閱各項估計和相關假設。如果會計估計的修訂只是影響某一期間，其影響便會在該期間內確認；如果修訂對當前和未來期間均有影響，則在作出修訂的期間和未來期間內確認。

(c) 附屬公司及非控股股東權益

附屬公司是指受本集團控制的實體。當本集團因參與實體業務而承擔可變動回報的風險或因此有權享有可變動回報，且有能透過向實體施加權力而影響該等回報時，則被視為本集團控制該實體。在評估本集團是否擁有上述權力時，只考慮(本集團和其他方所持有的)實質權利。

集團於附屬公司的投資從取得有關控制權當日至該控制權終止當日均在綜合財務報表中綜合計算。集團內部往來的餘額、集團內部交易和現金流量及其產生的未變現溢利均在編製綜合財務報表時全數抵銷。集團內部交易所產生的未變現虧損的抵銷方法與未變現溢利相同，但抵銷額只限於沒有證據顯示該轉讓資產已出現減值的部分。

非控股股東權益是指於附屬公司權益中並非由本公司直接或間接應佔之部分，而本集團並沒有與這些權益的持有人訂立任何可導致本集團整體就這些權益而承擔符合金融負債定義的合約義務的額外條款。就各業務合併而言，本集團可選擇以公允價值或以非控股股東於附屬公司的可識別資產淨值中應佔份額來計量非控股股東權益。

1 Significant Accounting Policies (Continued)

(c) Subsidiaries and non-controlling interests

(Continued)

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

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

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

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 1(h)(ii)), unless the investment is classified as held for sale.

1 主要會計政策(續)

(c) 附屬公司及非控股股東權益

(續)

非控股股東權益在綜合財務狀況表內的權益項目中是與本公司權益股東應佔的權益分開呈列。非控股股東所佔本集團業績的權益乃按照本年度損益總額及全面收入總額在非控股股東與本公司權益股東之間作出分配，並在綜合損益及其他全面收入表中分開呈列。

本集團於一間附屬公司的權益變動，如無導致失去控制權，便會按權益交易的方式入賬，並須對綜合權益中的控股股東及非控股股東權益的數額作出調整，以反映有關權益的變動，但對商譽不會作出調整及不會確認盈利或虧損。

當本集團失去一間附屬公司的控制權，將列作出售其於該附屬公司的全部權益，因此產生的盈利或虧損在損益中確認。當於前附屬公司失去控制權當日仍保留的任何權益以公允價值確認，而該數額被視為一項金融資產初始確認的公允價值，或(如適用)被視為於一間聯營公司或合營企業的投資的初始確認成本。

除本公司於附屬公司的投資被分類為持有待售外，於本公司財務狀況表內該投資是按成本減去減值虧損(參閱附註1(h)(ii))後入賬。

1 Significant Accounting Policies (Continued)

(d) Investment properties

Investment properties are land and/or buildings which are owned or held under a leasehold interest to earn rental income and/or for capital appreciation. These include land held for a currently undetermined future use and property that is being constructed or developed for future use as investment property.

Investment properties are stated at fair value, unless they are still in the course of construction or development at the end of the reporting period and their fair value cannot be reliably measured at that time. Any gain or loss arising from a change in fair value or from the retirement or disposal of an investment property is recognised in profit or loss. Rental income from investment properties is accounted for as described in note 1(p)(i).

(e) Other properties, plant and equipment

Other properties, plant and equipment, including right-of-use assets arising from leases of underlying plant and equipment, are stated at cost less accumulated depreciation (see note 1(g)) and impairment losses (see note 1(h)(ii)).

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

(f) Leased assets

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

1 主要會計政策(續)

(d) 投資物業

投資物業是指為賺取租金收入及／或為資本增值而擁有或以租賃權益持有的土地及／或建築物，其中包括現時未確定將來用途的土地及正在建造或發展以供日後用作投資物業的物業。

投資物業按公允價值記入，但在報告期間終結日仍處於建造或發展階段，且當時未能可靠地計量其公允價值者則除外。投資物業公允價值的變動，或報廢或處置投資物業所產生的任何盈利或虧損均在損益中確認。投資物業的租金收入是按照附註1(p)(i)所述方式入賬。

(e) 其他物業、廠房及設備

其他物業、廠房及設備(包括以租賃持有的相關廠房及設備產生的使用權資產)以成本減去累計折舊(參閱附註1(g))和減值虧損(參閱附註1(h)(ii))後入賬。

報廢或處置其他物業、廠房及設備項目所產生的損益以處置所得款項淨額與項目賬面值之間的差額釐定，並於報廢或處置當日在損益中確認。

(f) 租賃資產

於合約開始時，本集團評估該合約是否屬於或包含一項租賃。倘一份合約於一段期間內傳送一項已識別資產的使用控制權以換取代價，則該合約屬於或包含一項租賃。當客戶同時有權主導已識別資產的使用及有權從該使用中獲得絕大部分經濟利益，則其已擁有該資產的控制權。

1 Significant Accounting Policies (Continued)

(f) Leased assets (Continued)

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. If this is not the case, the lease is classified as an operating lease.

When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. The rental income from operating leases is recognised in accordance with note 1(p)(i).

(g) Depreciation

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

| | |
|-------------------------------------|--|
| — Land and buildings | Over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 40 years after the date of completion |
| — Furniture, fixtures and equipment | 5 years |
| — Motor vehicles | 5 years |

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

1 主要會計政策(續)

(f) 租賃資產(續)

當本集團作為出租人時，將在租賃開始時釐定各項租賃為融資租賃或經營租賃。若租賃將相關資產所有權附帶的絕大部分風險和回報轉移至承租人，則該項租賃被分類為融資租賃。反之，該項租賃被分類為經營租賃。

當合約包含租賃和非租賃的組成部分時，本集團按照相對單獨售價的基準將合約代價分配至各個組成部分。經營租賃的租金收入按照附註1(p)(i)確認。

(g) 折舊

其他物業、廠房及設備項目的折舊乃按成本減去預計殘值(如有)，再按預計可用期限以直線法計算如下：

| | |
|------------|------------------------------------|
| — 土地及樓宇 | 以尚餘租賃年期及預計可用期限之較短者計算，以落成日期起計不多於40年 |
| — 傢俬、裝置及設備 | 5年 |
| — 汽車 | 5年 |

如果其他物業、廠房及設備項目的組成部分有不同的可用期限，有關項目的成本會按照合理的基準分配至各個部分，而且每個部分會分開計提折舊。本集團會每年審閱資產的可用期限和殘值(如有)。

1 Significant Accounting Policies (Continued)

(h) Credit losses and impairment of assets

- (i) Credit losses from financial instruments and accounts receivable

The Group recognises a loss allowance for expected credit losses (“ECLs”) on the financial assets measured at amortised cost (including pledged bank deposits, cash and cash equivalents and other receivables) and accounts receivable.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all expected cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive).

The expected cash shortfalls are discounted using the following discount rates where the effect of discounting is material:

- fixed-rate financial assets and other receivables: effective interest rate determined at initial recognition or an approximation thereof;
- variable-rate financial assets: current effective interest rate; and
- accounts receivable: discount rate used in the measurement of the accounts receivable.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

In measuring ECLs, the Group takes into account reasonable and supportable information that is available without undue cost or effort. This includes information about past events, current conditions and forecasts of future economic conditions.

1 主要會計政策(續)

(h) 信貸虧損及資產減值

- (i) 來自金融工具及應收賬款的信貸虧損

本集團就按攤銷成本計量的金融資產(包括已抵押銀行存款、現金及現金等價物以及其他應收款)和應收賬款的預期信貸虧損確認虧損準備。

預期信貸虧損的計量

預期信貸虧損為信貸虧損的概率加權估計。信貸虧損以所有預期現金差額(即按照合約應付予本集團的現金流量與本集團預計收取的現金流量之間的差額)的現值計量。

倘折現影響重大，則預期現金差額將採用以下折現率折現：

- 定息金融資產和其他應收款：於初始確認時釐定的實際利率或其近似值；
- 浮息金融資產：當前實際利率；及
- 應收賬款：計量應收賬款所用的折現率。

估計預期信貸虧損時所考慮的最長期間為本集團面對信貸風險的最長合約期間。

於計量預期信貸虧損時，本集團會考慮在毋須付出過多成本或努力下即可獲得的合理和可靠資料，包括有關過往事件、現時狀況及未來經濟狀況預測的資料。

1 Significant Accounting Policies (Continued)

(h) Credit losses and impairment of assets

(Continued)

(i) Credit losses from financial instruments and accounts receivable (Continued)

Measurement of ECLs (Continued)

ECLs are measured on either of the following bases:

- 12-month ECLs: these are losses that are expected to result from possible default events within the 12 months after the reporting date; and
- lifetime ECLs: these are losses that are expected to result from all possible default events over the expected lives of the items to which the ECL model applies.

Loss allowances for accounts receivable are always measured at an amount equal to lifetime ECLs. ECLs on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic conditions at the reporting date.

For all other financial instruments, the Group recognises a loss allowance equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

1 主要會計政策(續)

(h) 信貸虧損及資產減值(續)

(i) 來自金融工具及應收賬款的信貸虧損(續)

預期信貸虧損的計量(續)

預期信貸虧損採用以下其中一項基準計量：

- 12個月預期信貸虧損：指報告日期後12個月內可能發生的違約事件而導致的預期虧損；及
- 全期預期信貸虧損：指預期信貸虧損模式適用項目的預計期限內所有可能發生的違約事件而導致的預期虧損。

應收賬款的虧損準備一直按等同於全期預期信貸虧損的數額計量。該等金融資產的預期信貸虧損乃根據本集團的過往信貸虧損經驗於報告日期以準備矩陣進行評估，根據債務人的特定因素及對當前及預測一般經濟狀況的評估進行調整。

就所有其他金融工具而言，本集團確認相等於12個月預期信貸虧損的虧損準備，除非該金融工具信貸風險自初始確認後大幅上升，在此情況下，虧損準備乃按相等於全期預期信貸虧損的數額計量。

1 Significant Accounting Policies (Continued)

(h) Credit losses and impairment of assets

(Continued)

(i) Credit losses from financial instruments and accounts receivable (Continued)

Significant increases in credit risk

In assessing whether the credit risk of a financial instrument has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial instrument assessed at the reporting date with that assessed at the date of initial recognition. In making this reassessment, the Group considers that a default event occurs when (i) the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or (ii) the financial asset is 90 days past due. The Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

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

- failure to make payments of principal or interest on their contractually due dates;
- an actual or expected significant deterioration in a financial instrument's external or internal credit rating (if available);
- an actual or expected significant deterioration in the operating results of the debtor; and
- existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

1 主要會計政策(續)

(h) 信貸虧損及資產減值(續)

(i) 來自金融工具及應收賬款的信貸虧損(續)

信貸風險大幅上升

評估金融工具的信貸風險自初始確認以來有否大幅上升時，本集團會比較於報告日期評估及於初始確認日評估的金融工具發生違約的風險。於重新評估時，本集團認為當(i)本集團未有採取追索行動，如變現抵押品(倘持有任何抵押品)的情況下，債務人全數履行其對本集團之信貸責任的可能性不大；或(ii)金融資產逾期九十天，則構成違約事件。本集團會考慮合理及可靠的量化及定性資料，包括過往經驗及毋須付出過多成本或努力下即可獲得的前瞻性資料。

具體而言，評估信貸風險自初始確認以來有否大幅上升時會考慮以下資料：

- 未能按合約到期日期支付本金或利息；
- 金融工具外部或內部信貸評級(如有)的實際或預期顯著惡化；
- 債務人經營業績的實際或預期顯著惡化；及
- 技術、市場、經濟或法律環境的目前或預期變動對債務人履行其對本集團責任的能力有重大負面影響。

1 Significant Accounting Policies (Continued)

(h) Credit losses and impairment of assets

(Continued)

(i) Credit losses from financial instruments and accounts receivable (Continued)

Significant increases in credit risk (Continued)

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Any change in the ECL amount is recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

Write-off policy

The gross carrying amount of a financial asset or accounts receivable is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(ii) Impairment of other non-current assets

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that other properties, plant and equipment and investments in subsidiaries in the Company's statement of financial position may be impaired or an impairment loss previously recognised no longer exists or may have decreased.

1 主要會計政策(續)

(h) 信貸虧損及資產減值(續)

(i) 來自金融工具及應收賬款的信貸虧損(續)

信貸風險大幅上升(續)

視乎金融工具的性質而定，信貸風險大幅上升的評估乃按個別基準或共同基準進行。當按共同基準進行評估時，金融工具會按共同的信貸風險特徵(如逾期情況及信貸風險評級)進行分組。

預期信貸虧損於各報告日期進行重新計量以反映金融工具自初始確認以來的信貸風險變動。預期信貸虧損數額的任何變動均於損益中確認為減值收益或虧損。本集團就所有金融工具確認減值收益或虧損，並透過虧損準備賬對其賬面值作出相應調整。

沖銷政策

倘實際上並無收回的希望，金融資產或應收賬款的賬面值總額會被沖銷(部分或全部)。該情況通常出現在本集團確定債務人沒有資產或收入來源以令其可產生足夠現金流量以償還應沖銷的數額。

其後收回先前沖銷的資產於收回期間在損益中確認為減值轉回。

(ii) 其他非流動資產減值

本集團在每個報告期間終結日審閱內部和外來的信息，以確定其他物業、廠房及設備和在本公司財務狀況表內的於附屬公司的投資有否出現減值跡象，或是以往確認的減值虧損不再存在或可能已經減少。

1 Significant Accounting Policies (Continued)

(h) Credit losses and impairment of assets

(Continued)

(ii) Impairment of other non-current assets (Continued)

If any such indication exists, the asset's recoverable amount is estimated.

— Calculation of recoverable amount

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

— Recognition of impairment losses

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

1 主要會計政策(續)

(h) 信貸虧損及資產減值(續)

(ii) 其他非流動資產減值(續)

如果出現任何這類跡象，則該資產的可收回數額會予以估計。

— 計算可收回數額

資產的可收回數額以其公允價值減去處置成本後所得數額和其使用價值兩者中的較高者為準。在評估使用價值時，會使用除稅前折現率將估計未來現金流量折現至現值，該折現率應是反映市場當時所評估的貨幣時間價值和該資產的獨有風險。如果資產所產生的現金流入基本上不獨立於其他資產所產生的現金流入，則以能獨立產生現金流入的最小資產類別(即現金產生單元)來釐定可收回數額。

— 確認減值虧損

如果資產或所屬現金產生單元的賬面值高於其可收回數額時，便會在損益中確認減值虧損。就現金產生單元確認的減值虧損會按比例減少該單元(或該組單元)內資產的賬面值；但資產的賬面值不得減少至低於其個別公允價值減去處置成本後所得數額(如能計量)或其使用價值(如能釐定)。

1 Significant Accounting Policies (Continued)

(h) Credit losses and impairment of assets

(Continued)

(ii) Impairment of other non-current assets (Continued)

— Reversals of impairment losses

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount. A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to profit or loss in the year in which the reversals are recognised.

(iii) Interim financial reporting and impairment

Under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, the Group is required to prepare an interim financial report in compliance with HKAS 34, *Interim financial reporting*, in respect of the first six months of the financial year. At the end of the interim period, the Group applies the same impairment testing, recognition, and reversal criteria as it would at the end of the financial year (see notes 1(h)(i) and (ii)).

(i) Accounts and other receivables

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

Accounts and other receivables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method, less allowance for credit losses (see note 1(h)(i)), except where the receivables are interest-free loans made to related parties without any fixed repayment terms or the effect of discounting would be immaterial. In such cases, the receivables are stated at cost less allowance for credit losses.

1 主要會計政策(續)

(h) 信貸虧損及資產減值(續)

(ii) 其他非流動資產減值(續)

— 減值虧損轉回

如果用作釐定資產可收回數額的估計數額出現正面的變化，有關的減值虧損便會轉回。所轉回的減值虧損以假設在以往年度沒有確認減值虧損而應已釐定的資產賬面值為限。所轉回的減值虧損在確認轉回的年度內計入損益中。

(iii) 中期財務報告和減值

根據《香港聯合交易所有限公司證券上市規則》，本集團須按《香港會計準則》第34號「中期財務報告」的規定就財政年度的首六個月編製中期財務報告。本集團在中期期末採用了在財政年度終結時會採用的相同的減值測試、確認和轉回準則(參閱附註1(h)(i)和(ii))。

(i) 應收賬款和其他應收款

應收款於本集團擁有收取代價的無條件權利時確認。倘代價僅隨時間推移即會成為到期應付，則收取代價的權利為無條件。

應收賬款和其他應收款按公允價值初始確認，其後以實際利率法按攤銷成本減去信貸虧損準備(參閱附註1(h)(i))後所得數額入賬；但如應收款為提供予關聯方並不設固定還款期的免息貸款或其折現影響並不重大則除外。在此等情況下，應收款會按成本減去信貸虧損準備後所得數額入賬。

1 Significant Accounting Policies (Continued)

(j) Interest-bearing borrowings

Interest-bearing borrowings are measured initially at fair value less transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method. Interest expense is recognised in accordance with the Group's accounting policy for borrowing costs (see note 1(r)).

(k) Accounts and other payables

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

(l) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are also included as a component of cash and cash equivalents for the purpose of the consolidated statement of cash flows. Cash and cash equivalents are assessed for ECL in accordance with the policy set out in note 1(h)(i).

(m) Employee benefits

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

Salaries, annual bonuses, paid annual leave, contributions to defined contribution retirement plans and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees. Where payment or settlement is deferred and the effect would be material, these amounts are stated at their present values.

(ii) Termination benefits

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

1 主要會計政策(續)

(j) 帶息借款

帶息借款按公允價值減去交易成本後初始確認。初始確認後，帶息借款以實際利率法按攤銷成本入賬。利息支出按照本集團借款成本的會計政策予以確認(參閱附註1(r))。

(k) 應付賬款和其他應付款

應付賬款和其他應付款按公允價值初始確認，其後按攤銷成本入賬；但如折現影響並不重大，則按發票金額入賬。

(l) 現金及現金等價物

現金及現金等價物包括銀行存款及現金、存放於銀行和其他財務機構的活期存款，以及短期和流動性極高的投資項目。這些項目可以容易地換算為已知的現金數額，所須承受的價值變動風險甚小，並在購入後三個月內到期。就編製綜合現金流量表而言，現金及現金等價物也包括須於接獲通知時償還，並構成本集團現金管理一部分的銀行透支。現金及現金等價物按照附註1(h)(i)所載的政策進行預期信貸虧損評估。

(m) 僱員福利

(i) 短期僱員福利和界定供款退休計劃供款

薪金、年度獎金、有薪年假、界定供款退休計劃供款及各項非貨幣福利成本，均在僱員提供相關服務的年度內累計。如延遲付款或結算會構成重大的貨幣時間價值，則上述數額須按現值列賬。

(ii) 合約終止補償

合約終止補償會在本集團不再能夠撤回所提供的合約終止補償及確認涉及合約終止補償付款的重組成本(以較早者為準)時確認。

1 Significant Accounting Policies (Continued)

(n) Income tax

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

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

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

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

1 主要會計政策(續)

(n) 所得稅

本年度所得稅包括本期稅項及遞延稅項資產和負債的變動。本期稅項及遞延稅項資產和負債的變動均在損益中確認，但若相關項目分別於其他全面收入或直接於權益確認時，則相關稅項會於其他全面收入或直接於權益確認。

本期稅項是按本年度應稅收入根據已執行或在報告期間終結日實質上已執行的稅率計算的預期應付稅項，加上以往年度應付稅項的任何調整。

遞延稅項資產和負債分別由可抵扣和應稅暫時差異產生。暫時差異是指資產和負債在財務報表上的賬面值與這些資產和負債的計稅基礎的差異。遞延稅項資產也可以由未利用的稅務虧損和未利用的稅款抵免產生。

除了某些有限的例外情況外，所有遞延稅項負債和遞延稅項資產(只限於很可能獲得能利用該遞延稅項資產來抵扣的未來應稅溢利)都會確認。支持確認由可抵扣暫時差異所產生遞延稅項資產的未來應稅溢利包括因轉回目前存在的應稅暫時差異而產生的數額；但這些轉回的差異必須與同一稅務機關及同一應稅實體有關，並預期在可抵扣暫時差異預計轉回的同一年間或遞延稅項資產所產生可抵扣虧損可向後期或向前期結轉的期間內轉回。在決定目前存在的應稅暫時差異是否足以支持確認由未利用稅務虧損和稅款抵免所產生的遞延稅項資產時，亦會採用同一準則，即差異是否與同一稅務機關及同一應稅實體有關，並是否預期在能夠使用未利用稅務虧損和稅款抵免撥回的同一年間內轉回。

1 Significant Accounting Policies (Continued)

(n) Income tax (Continued)

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

Where investment properties are carried at their fair value in accordance with the accounting policy set out in note 1(d), the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying value at the reporting date unless the property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, the amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

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

1 主要會計政策(續)

(n) 所得稅(續)

不確認為遞延稅項資產和負債的暫時差異是產生自以下有限的例外情況：不影響會計或應稅溢利的資產或負債的初始確認(如屬業務合併的一部分則除外)；以及投資附屬公司(如屬應稅差異，只限於本集團可以控制轉回的時間，而且在可預見的將來不大可能轉回的暫時差異；或如屬可抵扣差異，則只限於很可能在將來轉回的差異)。

對於按照附註1(d)所載的會計政策以公允價值入賬的投資物業，所確認的遞延稅項數額乃按照假設於報告日期將該等資產以其賬面值出售時按適用的稅率進行計量，除非該物業為可折舊及以一個商業模式持有，而此模式的目的是不是透過出售而是隨時間消耗該物業所包含的絕大部分經濟利益。對於所有其他情況，遞延稅項數額是按照資產和負債賬面值的預期實現或清償方式，根據已執行或在報告期間終結日實質上已執行的稅率計算。遞延稅項資產和負債均不折現計算。

本集團會在每個報告期間終結日評估遞延稅項資產的賬面值。如果本集團預期不再可能獲得足夠的應稅溢利以抵扣相關的稅務利益，該遞延稅項資產的賬面值便會調低；但是如果日後又可能獲得足夠的應稅溢利，有關減額便會轉回。

1 Significant Accounting Policies (Continued)

(n) Income tax (Continued)

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

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

(o) Provisions and contingent liabilities

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

1 主要會計政策(續)

(n) 所得稅(續)

本期和遞延稅項結餘及其變動額會分開列示，並且不予抵銷。本期和遞延稅項資產只會在本公司或本集團有法定行使權以本期稅項資產抵銷本期稅項負債，並且符合以下附帶條件的情況下，才可以分別抵銷本期和遞延稅項負債：

- 本期稅項資產和負債：本公司或本集團計劃按淨額基準結算，或同時變現該資產和清償該負債；或
- 遞延稅項資產和負債：這些資產和負債必須與同一稅務機關就以下其中一項徵收的所得稅有關：
 - 同一應稅實體；或
 - 不同的應稅實體。這些實體計劃在日後每個預計有大額遞延稅項負債需要清償或大額遞延稅項資產可以收回的期間內，按淨額基準實現本期稅項資產和清償本期稅項負債，或同時變現該資產和清償該負債。

(o) 準備及或有負債

倘若本集團須就已發生的事件承擔法律或推定義務，而履行該義務預期會導致含有經濟效益的資源外流，並可作出可靠的估計，便會計提準備。如果貨幣時間價值重大，則按預計履行義務所需資源的現值計列準備。

1 Significant Accounting Policies (Continued)

(o) Provisions and contingent liabilities (Continued)

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

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, a separate asset is recognised for any expected reimbursement that would be virtually certain. The amount recognised for the reimbursement is limited to the carrying amount of the provision.

(p) Revenue

Revenue is recognised when the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Further details of the Group's revenue recognition policies are as follows:

(i) Rental income from operating leases

Rental income receivable under operating leases is recognised in profit or loss in equal instalments over the periods covered by the lease term, except where an alternative basis is more representative of the pattern of benefits to be derived from the use of the leased asset. Lease incentives granted are recognised in profit or loss as an integral part of the aggregate net lease payments receivable. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are earned.

(ii) Interest income

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

1 主要會計政策(續)

(o) 準備及或有負債(續)

倘若含有經濟效益的資源外流的可能性較低，或是無法對有關數額作出可靠的估計，便會將該義務披露為或有負債；但假如這類資源外流的可能性極低則除外。須視乎某宗或多宗未來事件是否發生才能確定存在與否的潛在義務，亦會披露為或有負債；但假如這類資源外流的可能性極低則除外。

倘若結算一項準備時所需的部分或全部支出預計由另一方付還，則幾乎確定的任何預計付還數額確認為個別資產。所確認的付還數額以準備的賬面值為限。

(p) 收入

收入於承租人按本集團預期有權收取的承諾代價數額(不包括代表第三方收取的數額)而取得資產使用權時確認。本集團收入確認政策的其他詳情如下：

(i) 經營租賃的租金收入

經營租賃的應收租金收入在租賃期所涵蓋的會計期間內，以等額在損益中確認；但如有其他基準能更清楚地反映租賃資產所產生的收益模式則除外。經營租賃協議所涉及的激勵措施均在損益中確認為應收租賃淨付款總額的組成部分。不取決於指數或比率的可變租賃付款額在其產生的會計期間內確認為收入。

(ii) 利息收入

利息收入按實際利息法累計確認。

1 Significant Accounting Policies (Continued)

(q) Translation of foreign currencies

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

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates. The transaction date is the date on which the Group initially recognises such non-monetary assets or liabilities. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated using the foreign exchange rates ruling at the dates the fair value was measured.

(r) Borrowing costs

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

(s) Related parties

(a) A person, or a close member of that person's family, is related to the Group if that person:

- (i) has control or joint control over the Group;
- (ii) has significant influence over the Group; or
- (iii) is a member of the key management personnel of the Group or the Group's parent.

1 主要會計政策(續)

(q) 外幣換算

年內的外幣交易按交易日的外幣匯率換算。以外幣為單位的貨幣資產與負債則按報告期間終結日的外幣匯率換算。匯兌盈虧在損益中確認。

以外幣歷史成本計量的非貨幣資產與負債是按交易日的外幣匯率換算。交易日為本集團初始確認該等非貨幣資產或負債的日期。以外幣為單位並以公允價值列賬的非貨幣資產與負債按計量公允價值當日的外幣匯率換算。

(r) 借款成本

與收購、建造或生產需要長時間才可以投入擬定用途或銷售的資產直接相關的借款成本，會予以資本化為該資產成本的一部分。其他借款成本於產生期間在損益中列支。

(s) 關聯方

(a) 一名人士或該人士的家庭近親被認為是本集團的關聯方，倘若該人士：

- (i) 對本集團有控制權或共同控制權；
- (ii) 對本集團有重大影響力；或
- (iii) 是本集團或本集團母公司的關鍵管理人員。

1 Significant Accounting Policies (Continued)

(s) Related parties (Continued)

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

- (i) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the Group's parent.

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

1 主要會計政策(續)

(s) 關聯方(續)

(b) 一個實體如符合任何下列條件，則被認為是本集團的關聯方：

- (i) 該實體與本集團均為同一集團的成員(即各母公司、附屬公司和同系附屬公司彼此間有關聯)。
- (ii) 一個實體是另一實體的聯營公司或合營企業(或是另一實體所屬集團旗下成員的聯營公司或合營企業)。
- (iii) 兩個實體均是同一第三方的合營企業。
- (iv) 一個實體是第三方實體的合營企業，而另一實體是該第三方實體的聯營公司。
- (v) 該實體是為本集團或與本集團有關聯的實體的僱員福利而提供離職後福利計劃者。
- (vi) 該實體受到上述第(a)項內所認定的人士控制或共同控制。
- (vii) 上述第(a)(i)項內所認定的人士對該實體有重大影響力或是該實體(或該實體母公司)的關鍵管理人員。
- (viii) 該實體或其所屬集團旗下的任何一個成員向本集團或本集團母公司提供關鍵管理人員服務。

一名人士的家庭近親是指預期他們在與實體交易時可能影響該人士或受該人士影響的家庭成員。

1 Significant Accounting Policies (Continued)

(t) Segment reporting

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

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

(u) Government grants

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

2 Changes in Accounting Policies

The HKICPA has issued a number of amendments to HKFRSs that are first effective for the current accounting period of the Group. However, none of these developments are relevant to the Group.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

1 主要會計政策(續)

(t) 分部報告

經營分部和財務報表中所報告的各分部項目的數額，與定期提供予本集團最高行政管理人員以對本集團各類業務及各經營地區進行資源分配及表現評估的財務資料一致。

個別重大的經營分部不予合併計算以供財務報告之用，但如果該等經營分部具有相似的經濟特徵，並且在產品和服務性質、生產工序性質、客戶類別或階層、分銷產品或提供服務所採用的方法以及監管環境的性質等方面相似，則作別論。如果個別不重大的經營分部符合以上大部分準則，則可能合併計算。

(u) 政府補貼

倘有合理保證本集團將獲得政府補貼，而本集團亦將遵守其所附條件時，則於財務狀況表內初始確認該補貼。向本集團補償相關開支的補貼，將在報告相關開支與其產生的同一期間內在損益中有系統地扣除。

2 會計政策的變動

香港會計師公會頒布了多項《香港財務報告準則》的修訂，這些修訂在本集團當前的會計期間首次生效。然而，這些準則變化均與本集團無關。

本集團並無採用任何在當前會計期間尚未生效的新準則或詮釋。

3 Revenue

The principal activity of the Group is property investment.

Revenue represents gross rental income received and receivable from investment properties.

The Group's customer base is diversified and includes two customers with whom transactions have exceeded 10% of the Group's revenue during the year ended 31 March 2022. Revenue from these customers amounted to approximately \$38,733,000 and \$37,622,000 respectively. During the year ended 31 March 2021, the Group did not include any customers with whom transactions had exceeded 10% of the Group's revenue.

4 Segment Information

The Group has a single reportable segment which is "Property leasing". Accordingly, the business segment information for this sole reportable segment is equivalent to the consolidated figures.

No separate geographical information is presented as the Group's revenue and results of property leasing were derived from Hong Kong and the People's Republic of China (the "PRC").

5 Other Revenue and Net Income

3 收入

本集團的主要業務為物業投資。

收入是指投資物業的已收及應收租金收入總額。

本集團擁有多元化的客戶基礎；截至二零二二年三月三十一日止年度，本集團包括兩名交易佔其收入超過10%的客戶，而來自該兩名客戶的收入分別約38,733,000元及37,622,000元。截至二零二一年三月三十一日止年度，本集團並無交易佔其收入超過10%的任何客戶。

4 分部資料

本集團只有單一須報告分部，即「物業租賃」。因此，這唯一須報告分部的業務分部資料與綜合數字相同。

鑑於本集團物業租賃的收入和業績均源自香港及中華人民共和國（「中國」），故地區性資料並無獨立呈列。

5 其他收入及收益淨額

| | | 2022 | 2021 |
|---|---------------|--------------|--------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Other revenue | 其他收入 | | |
| Interest income | 利息收入 | 2,784 | 7,473 |
| Compensation from early termination of leases | 提前終止租賃所獲得的賠償 | — | 743 |
| Others | 其他 | 1,217 | 1,055 |
| | | 4,001 | 9,271 |
| Other net income | 其他收益淨額 | | |
| Net foreign exchange gain | 外幣匯兌盈利淨額 | 1,474 | 2,943 |
| Net loss on disposals of fixed assets | 處置固定資產虧損淨額 | (6) | (10) |
| | | 1,468 | 2,933 |

6 Loss Before Taxation

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

6 除稅前虧損

除稅前虧損已扣除／(計入)：

| | | 2022 | 2021 |
|--|-------------------------|---------------|---------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| (a) Finance costs | (a) 融資成本 | | |
| Interest on bank loan | 銀行貸款利息 | 1,928 | 2,710 |
| Other borrowing costs | 其他借款成本 | 970 | 250 |
| Interest on government lease premiums payable | 應付政府地價利息 | 83 | 87 |
| | | 2,981 | 3,047 |
| (b) Staff costs | (b) 員工成本 | | |
| Salaries, wages and other benefits [#] | 薪金、工資及其他福利 [#] | 49,747 | 42,038 |
| Contributions to defined contribution retirement plans | 界定供款退休計劃供款 | 1,450 | 1,070 |
| | | 51,197 | 43,108 |

[#] The amount was deducted \$4,679,000 relating to the wage subsidy under the Employment Supporting Scheme of the Hong Kong government during the year ended 31 March 2021. The purpose of the wage subsidy was to provide financial support to enterprises to retain their employees who would otherwise be made redundant. Under the terms of the grant, the Group was required not to make redundancies during the subsidy period and to spend all the funding on paying wages to the employees.

[#] 截至二零二一年三月三十一日止年度，這數額已扣除與香港政府「保就業」計劃相關之工資補貼4,679,000元。工資補貼之目的是為企業提供財政支援，以保留其員工避免裁員。根據補貼條款，本集團在補貼期間內不得裁員，並將所有資金用於支付僱員工資。

| | | 2022 | 2021 |
|---|-------------------|------------------|------------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| (c) Other items | (c) 其他項目 | | |
| Gross rental income from investment properties | 投資物業的租金收入總額 | (310,348) | (444,882) |
| Less: Direct outgoings | 減：直接支出 | 91,069 | 96,362 |
| | | (219,279) | (348,520) |
| Auditor's remuneration | 核數師酬金 | | |
| — audit services | — 核數服務 | 1,321 | 1,321 |
| — tax services | — 稅務服務 | 96 | 96 |
| — other services | — 其他服務 | 374 | 374 |
| Depreciation charge | 折舊費用 | 4,289 | 4,328 |
| Impairment losses on accounts receivable (note 14(b)) | 應收賬款減值虧損(附註14(b)) | 2,276 | 13,571 |

7 Directors' Emoluments

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

7 董事酬金

根據香港《公司條例》第383(1)條及《公司(披露董事利益資料)規例》第2部列報的董事酬金如下：

| | | Salaries, allowances and benefits in kind 薪金、津貼及 實物利益 | Discretionary bonuses 酌定花紅 | Retirement scheme contributions 退休計劃 供款 | 2022 Total 總額 | |
|--|----------------|--|----------------------------------|---|---------------------|---------------|
| | | Directors' fees 董事袍金 | | | | |
| | | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | |
| Executive Directors | 執行董事 | | | | | |
| Cheong Hoi Hong | 鍾輝煌 | 100 | 1,732 | 700 | — | 2,532 |
| Cheong Kheng Lim | 鍾琮林 | 100 | 2,473* | 700 | — | 3,273 |
| Cheong Keng Hoi | 鍾炯輝 | 100 | 2,998 | 300 | — | 3,398 |
| Cheong Sim Lam | 鍾樂南 | 100 | 1,979 | 300 | — | 2,379 |
| Cheong Chong Ling | 鍾聰玲 | 100 | 1,529# | 120 | 24 | 1,773 |
| Independent Non-executive Directors | 獨立非執行董事 | | | | | |
| Chow Wan Hoi, Paul | 周雲海 | 340 | — | — | — | 340 |
| Wong Yiu Tak | 黃耀德 | 340 | — | — | — | 340 |
| Tse Pang Yuen | 謝鵬元 | 170 | — | — | — | 170 |
| | | 1,350 | 10,711 | 2,120 | 24 | 14,205 |

7 Directors' Emoluments (Continued)

7 董事酬金(續)

| | | Salaries, allowances and benefits in kind | Discretionary bonuses | Retirement scheme contributions | 2021 Total | |
|--|--------------------|--|--------------------------|---------------------------------------|---------------|--------|
| | Directors' fees | 薪金、津貼及 實物利益 | 酌定花紅 | 退休計劃 供款 | 總額 | |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | |
| | 千元 | 千元 | 千元 | 千元 | 千元 | |
| Executive Directors | 執行董事 | | | | | |
| Cheong Hooi Hong | 鍾輝煌 | 100 | 1,512 | 700 | — | 2,312 |
| Cheong Kheng Lim | 鍾琮林 | 100 | 2,379* | 700 | — | 3,179 |
| Cheong Keng Hooi | 鍾炯輝 | 100 | 1,604 | 300 | — | 2,004 |
| Cheong Sim Lam | 鍾樂南 | 100 | 1,748 | 300 | — | 2,148 |
| Cheong Chong Ling | 鍾聰玲 | 100 | 1,722# | 120 | 24 | 1,966 |
| Independent Non-executive Directors | 獨立非執行董事 | | | | | |
| Chow Wan Hoi, Paul | 周雲海 | 340 | — | — | — | 340 |
| Wong Yiu Tak | 黃耀德 | 340 | — | — | — | 340 |
| Tse Pang Yuen | 謝鵬元 | 170 | — | — | — | 170 |
| | | 1,350 | 8,965 | 2,120 | 24 | 12,459 |

* The amount excludes the benefits for the provision of a residential property to Mr Cheong Kheng Lim with an estimated rental value of approximately \$1,293,000 (2021: \$1,485,000).

* 這數額不包括向鍾琮林先生提供住宅物業的福利，估計租值約為1,293,000元(二零二一年：1,485,000元)。

The amount excludes the benefits for the provision of a residential property to Miss Cheong Chong Ling with an estimated rental value of approximately \$1,281,000 (2021: \$1,485,000).

這數額不包括向鍾聰玲小姐提供住宅物業的福利，估計租值約為1,281,000元(二零二一年：1,485,000元)。

8 Individuals with Highest Emoluments

The five highest paid individuals for 2022 and 2021 are all directors of the Company whose emoluments are disclosed in note 7.

9 Income Tax

(a) Taxation in the consolidated statement of profit or loss and other comprehensive income represents:

| | | 2022 \$'000 千元 | 2021 \$'000 千元 |
|---|---------------------|----------------------|----------------------|
| Current tax — Hong Kong Profits Tax | 本期稅項 — 香港利得稅 | | |
| Provision for the year | 本年度稅項準備 | 20,780 | 42,733 |
| Over-provision in respect of prior years | 以往年度準備過剩 | (37) | (58) |
| | | 20,743 | 42,675 |
| Current tax — PRC | 本期稅項 — 中國 | | |
| Provision for the year | 本年度稅項準備 | 160 | 162 |
| Deferred tax | 遞延稅項 | | |
| Changes in fair value of investment properties | 投資物業公允價值的變動 | (41) | (209) |
| Origination and reversal of temporary differences | 暫時差異的產生和轉回 | 8,535 | 8,327 |
| | | 8,494 | 8,118 |
| | | 29,397 | 50,955 |

The provision of Hong Kong Profits Tax is calculated at 16.5% (2021: 16.5%) of the estimated assessable profits for the year, except for one subsidiary of the Group which is a qualifying corporation under the two-tiered Profits Tax rate regime. For this subsidiary, the first \$2,000,000 of assessable profits are taxed at 8.25% and the remaining assessable profits are taxed at 16.5%. The provision for Hong Kong Profits Tax for this subsidiary was calculated at the same basis in 2021. PRC taxation is calculated based on the applicable rate of taxation in accordance with the relevant tax rules and regulations of the PRC.

8 最高酬金人士

二零二二年及二零二一年年度五位最高酬金的人士均為本公司的董事，其酬金已列載於附註7。

9 所得稅

(a) 綜合損益及其他全面收入表所示的所得稅項為：

香港利得稅準備是按本年度的估計應評稅溢利以16.5%(二零二一年：16.5%)的稅率計算，惟本集團一附屬公司在利得稅兩級制下為合資格公司則除外。該附屬公司應評稅溢利的首2,000,000元按8.25%稅率計算，餘下的應評稅溢利則按16.5%稅率計算。該附屬公司的香港利得稅準備是按二零二一年相同的基準計算。中國稅項是按中國相關之稅務法規所適用的稅率計算。

9 Income Tax (Continued)

(b) Reconciliation between tax expense and accounting loss at applicable tax rates:

| | | 2022 | 2021 |
|--|------------------------------|-------------|-------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Loss before taxation | 除稅前虧損 | (1,084,913) | (1,489,290) |
| Notional tax on loss before taxation, calculated at the rates applicable to profits in the countries concerned | 按照在相關國家獲得溢利的適用稅率計算除稅前虧損的名義稅項 | (179,394) | (246,273) |
| Tax effect of non-deductible expenses | 不可扣減支出的稅項影響 | 209,606 | 298,764 |
| Tax effect of non-taxable income | 毋須計稅收益的稅項影響 | (778) | (1,478) |
| Over-provision in prior years | 以往年度準備過剩 | (37) | (58) |
| Actual tax expense | 實際稅項支出 | 29,397 | 50,955 |

(c) Current taxation in the consolidated statement of financial position represents:

9 所得稅(續)

(b) 所得稅支出和按適用稅率計算會計虧損的對賬：

| | | 2022 | 2021 |
|--|-------------|----------|----------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Provision for Hong Kong Profits Tax for the year | 本年度香港利得稅準備 | 20,780 | 42,733 |
| Provisional Profits Tax paid | 已付暫繳利得稅 | (31,838) | (51,201) |
| | | (11,058) | (8,468) |
| Balance of Profits Tax recoverable relating to prior years | 以往年度利得稅應收結餘 | (582) | — |
| | | (11,640) | (8,468) |
| PRC taxation | 中國稅項 | 6 | 6 |
| | | (11,634) | (8,462) |
| Representing: | 代表： | | |
| Current tax recoverable | 本期應收所得稅 | (11,640) | (8,468) |
| Current tax payable | 本期應付所得稅 | 6 | 6 |
| | | (11,634) | (8,462) |

9 Income Tax (Continued)

(d) Deferred tax liabilities recognised:

The components of deferred tax liabilities recognised in the consolidated statement of financial position and the movements during the year are as follows:

| | | Revaluation of investment properties | Depreciation allowances in excess of the related depreciation | Tax loss | Total |
|--|-----------------|--|---|-------------|----------------|
| | | 投資物業 重估 | 相關折舊的 折舊免稅額 | 稅務虧損 | 總額 |
| | | \$'000 | \$'000 | \$'000 | \$'000 |
| | | 千元 | 千元 | 千元 | 千元 |
| Deferred tax arising from: 來自下列各項的遞延稅項： | | | | | |
| At 1 April 2020 | 於2020年4月1日 | 384 | 88,984 | — | 89,368 |
| (Credited)/charged to profit or loss | 在損益中 (計入)/扣除 | (209) | 8,414 | (87) | 8,118 |
| At 31 March 2021 | 於2021年3月31日 | 175 | 97,398 | (87) | 97,486 |
| At 1 April 2021 | 於2021年4月1日 | 175 | 97,398 | (87) | 97,486 |
| (Credited)/charged to profit or loss | 在損益中 (計入)/扣除 | (41) | 8,491 | 44 | 8,494 |
| At 31 March 2022 | 於2022年3月31日 | 134 | 105,889 | (43) | 105,980 |

(e) Deferred tax assets not recognised:

In accordance with the accounting policy set out in note 1(n), the Group has not recognised deferred tax assets in respect of cumulative tax losses of \$145,881,000 (2021: \$145,881,000) as it is not probable that future taxable profits against which the losses can be utilised will be available in the relevant tax jurisdiction and entity. The tax losses do not expire under current tax legislation.

9 所得稅(續)

(d) 已確認遞延稅項負債：

已在綜合財務狀況表確認的遞延稅項負債的組成部分和本年度變動如下：

(e) 未確認的遞延稅項資產：

按照附註1(n)所載的會計政策，由於未能確定有關的稅務司法權和實體是否有未來應課稅溢利予以抵銷虧損，本集團尚未就145,881,000元(二零二一年：145,881,000元)的累計稅務虧損確認有關的遞延稅項資產。根據現行稅法，這些稅務虧損不設應用限期。

10 Dividends

- (a) Dividends payable to equity shareholders of the Company attributable to the year

| | | 2022 | 2021 |
|--|---|---------------|--------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Interim dividend declared and paid of \$0.08 per share (2021: \$0.10 per share) | 已宣派及支付 中期股息每股0.08元 (2021年：每股0.10元) | 37,979 | 47,473 |
| Final dividend proposed after the end of the reporting period of \$0.08 per share (2021: \$0.08 per share) | 於報告期間終結日後建議 分派末期股息每股0.08元 (2021年：每股0.08元) | 37,979 | 37,979 |
| | | 75,958 | 85,452 |

The final dividend proposed after the end of the reporting period has not been recognised as a liability at the end of the reporting period.

於報告期間終結日後建議分派的末期股息尚未在報告期間終結日確認為負債。

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

| | | 2022 | 2021 |
|---|--|--------|--------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Final dividend in respect of the previous financial year, approved and paid during the year, of \$0.08 per share (2021: \$0.10 per share) | 屬於上一財政年度，並於 本年度批准及支付的 末期股息每股0.08元 (2021年：每股0.10元) | 37,979 | 47,473 |

- (b) 屬於上一財政年度應付公司權益股東，並於本年度批准及支付的股息

11 Loss Per Share — Basic and Diluted

The calculation of basic loss per share is based on the loss attributable to equity shareholders of the Company of \$554,024,000 (2021: \$777,623,000) and 474,731,824 (2021: 474,731,824) shares in issue during the year. There were no potential dilutive shares in existence in 2022 and 2021.

11 每股虧損 — 基本及攤薄

每股基本虧損是按照本年度的公司權益股東應佔虧損554,024,000元(二零二一年：777,623,000元)及已發行的股份474,731,824股(二零二一年：474,731,824股)計算。二零二二年及二零二一年並無潛在可攤薄股份。

12 Fixed Assets

(a)

12 固定資產

(a)

| | | Investment properties 投資物業 | Other properties, plant and equipment 其他物業、廠房及設備 | | | | |
|----------------------------------|---------------|--|---|----------------------|-----------------|--------------|--|
| | | Properties held for leasing and capital appreciation 租賃及待資本增值物業 | Other properties 其他物業 | Other assets 其他資產 | Sub-total 小計 | Total 總額 | |
| | | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | |
| Cost or valuation: | 成本或估值： | | | | | | |
| At 1 April 2021 | 於2021年4月1日 | 10,740,522 | 101,824 | 36,987 | 138,811 | 10,879,333 | |
| Exchange adjustments | 匯兌調整 | 1,431 | — | — | — | 1,431 | |
| Additions | 增置 | 1,487 | — | 851 | 851 | 2,338 | |
| Disposals | 處置 | — | — | (99) | (99) | (99) | |
| Fair value adjustments | 公允價值調整 | (1,264,692) | — | — | — | (1,264,692) | |
| At 31 March 2022 | 於2022年3月31日 | 9,478,748 | 101,824 | 37,739 | 139,563 | 9,618,311 | |
| Representing: | 代表： | | | | | | |
| Cost | 成本 | — | 101,824 | 37,739 | 139,563 | 139,563 | |
| Valuation — 2022 | 估值 — 2022年 | 9,478,748 | — | — | — | 9,478,748 | |
| | | 9,478,748 | 101,824 | 37,739 | 139,563 | 9,618,311 | |
| Accumulated depreciation: | 累計折舊： | | | | | | |
| At 1 April 2021 | 於2021年4月1日 | — | 45,955 | 34,611 | 80,566 | 80,566 | |
| Charge for the year | 本年度折舊 | — | 3,411 | 878 | 4,289 | 4,289 | |
| Written back on disposals | 處置時撥回 | — | — | (93) | (93) | (93) | |
| At 31 March 2022 | 於2022年3月31日 | — | 49,366 | 35,396 | 84,762 | 84,762 | |
| Net book value: | 賬面淨值： | | | | | | |
| At 31 March 2022 | 於2022年3月31日 | 9,478,748 | 52,458 | 2,343 | 54,801 | 9,533,549 | |

12 Fixed Assets (Continued)

(a) (Continued)

12 固定資產(續)

(a) (續)

| | | Investment properties 投資物業 | Other properties, plant and equipment 其他物業、廠房及設備 | | | |
|----------------------------------|---------------|--|---|-------------------------|-----------------|--------------|
| | | Properties held for leasing and capital appreciation 租賃及 待資本 增值物業 | Other properties 其他物業 | Other assets 其他資產 | Sub-total 小計 | Total 總額 |
| | | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 |
| Cost or valuation: | 成本或估值： | | | | | |
| At 1 April 2020 | 於2020年4月1日 | 12,545,780 | 101,824 | 36,519 | 138,343 | 12,684,123 |
| Exchange adjustments | 匯兌調整 | 2,905 | — | — | — | 2,905 |
| Additions | 增置 | 1,032 | — | 670 | 670 | 1,702 |
| Disposals | 處置 | — | — | (202) | (202) | (202) |
| Fair value adjustments | 公允價值調整 | (1,809,195) | — | — | — | (1,809,195) |
| At 31 March 2021 | 於2021年3月31日 | 10,740,522 | 101,824 | 36,987 | 138,811 | 10,879,333 |
| Representing: | 代表： | | | | | |
| Cost | 成本 | — | 101,824 | 36,987 | 138,811 | 138,811 |
| Valuation — 2021 | 估值 — 2021年 | 10,740,522 | — | — | — | 10,740,522 |
| | | 10,740,522 | 101,824 | 36,987 | 138,811 | 10,879,333 |
| Accumulated depreciation: | 累計折舊： | | | | | |
| At 1 April 2020 | 於2020年4月1日 | — | 42,438 | 33,992 | 76,430 | 76,430 |
| Charge for the year | 本年度折舊 | — | 3,517 | 811 | 4,328 | 4,328 |
| Written back on disposals | 處置時撥回 | — | — | (192) | (192) | (192) |
| At 31 March 2021 | 於2021年3月31日 | — | 45,955 | 34,611 | 80,566 | 80,566 |
| Net book value: | 賬面淨值： | | | | | |
| At 31 March 2021 | 於2021年3月31日 | 10,740,522 | 55,869 | 2,376 | 58,245 | 10,798,767 |

12 Fixed Assets (Continued)

(b) Fair value measurement of investment properties

At 31 March 2022, investment properties comprise iSQUARE (excluding an office on 9th Floor), certain floors of Goodluck Industrial Centre, certain units of Good Luck Industrial Building, a floor of Euro Trade Centre and a floor of Yi An Plaza. Other properties comprise an office on 9th Floor of iSQUARE, certain units of an industrial property, a unit of a commercial property and two residential properties in Hong Kong.

(i) Fair value hierarchy

The following table presents the fair value of the Group's investment properties measured at the end of the reporting period on a recurring basis, categorised into the three-level fair value hierarchy as defined in HKFRS 13, *Fair value measurement*. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

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

12 固定資產(續)

(b) 投資物業的公允價值計量

於二零二二年三月三十一日，投資物業包括國際廣場(不包括位於九樓的辦公室)、好運工業中心的若干樓層、好運工業大廈的若干單位、歐陸貿易中心的一層及宜安廣場的一層。其他物業包括位於香港的國際廣場九樓的辦公室、一幢工業大廈的若干單位、一幢商業物業的一個單位及兩幢住宅物業。

(i) 公允價值層級

下表呈列本集團於報告期間終結日按經常基準所計量的投資物業公允價值。該等物業已歸入按《香港財務報告準則》第13號「公允價值計量」所界定的三個公允價值層級。本集團參照以下估值方法所採用的輸入值的可觀察程度和重要性，從而釐定公允價值計量數值所應被分類的層級：

- 第一層級估值：只使用第一層級輸入值(即在計量日於活躍市場內相同資產或負債的未經調整報價)來計量公允價值
- 第二層級估值：使用第二層級輸入值(即未達第一層級的可觀察輸入值)，並未能採用重大的不可觀察輸入值來計量公允價值。不可觀察輸入值是指欠缺市場數據的輸入值
- 第三層級估值：採用重大的不可觀察輸入值來計量公允價值

12 Fixed Assets (Continued)

(b) Fair value measurement of investment properties (Continued)

(i) Fair value hierarchy (Continued)

None of the Group's investment properties measured at fair value are categorised into Level 1 and Level 2 valuations. The investment properties which are categorised into Level 3 valuations are analysed as below:

| | | 2022 | 2021 |
|--|----------------------|------------------|------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Recurring fair value measurement | 按經常基準所計量的公允價值 | | |
| Investment properties categorised into Level 3 valuations: | 被歸類至第三層級估值的投資物業： | | |
| — Commercial properties in Hong Kong | — 位於香港的商業物業 | 9,101,600 | 10,356,600 |
| — Commercial properties in the PRC | — 位於中國的商業物業 | 36,628 | 35,602 |
| — Industrial properties in Hong Kong | — 位於香港的工業物業 | 340,520 | 348,320 |
| | | 9,478,748 | 10,740,522 |

During the years ended 31 March 2022 and 2021, there were no transfers between Level 1 and Level 2, or transfers into or out of Level 3. The Group's policy is to recognise transfers between levels of fair value hierarchy at the end of the reporting period in which they occur.

於截至二零二二年及二零二一年三月三十一日止年度，在第一層級與第二層級之間並無出現轉移，而於第三層級亦無轉入或轉出。本集團的政策是在公允價值層級之間出現轉移的報告期間終結日確認有關轉移。

12 固定資產(續)

(b) 投資物業的公允價值計量(續)

(i) 公允價值層級(續)

本集團並無將以公允價值計量的投資物業歸類至第一層級及第二層級估值。被歸類至第三層級估值的投資物業分析如下：

12 Fixed Assets (Continued)

(b) Fair value measurement of investment properties (Continued)

(ii) Valuation process

The investment properties in Hong Kong and in the PRC were revalued at 31 March 2022 by Vigers Appraisal and Consulting Limited, an independent firm of professional valuers who have among their staff Fellows of The Hong Kong Institute of Surveyors with recent experience in the location and category of properties being valued, on a market value basis. Management has discussion with the valuers on the valuation assumptions and valuation results when the valuation is performed at each interim and annual reporting date.

(iii) Information about Level 3 fair value measurement

The fair value of investment properties was determined using income capitalisation approach which capitalised the net rental income of the properties and taking into account the occupancy rate and reversionary income potential of properties after the expiry of the current leases. The significant unobservable inputs are set out below:

| Investment properties | 投資物業 | Range of capitalisation rate | | Range of occupancy rate | |
|------------------------------------|-----------|------------------------------|---------------|-------------------------|------------|
| | | 資本化比率的範圍 | | 出租率的範圍 | |
| | | 2022 | 2021 | 2022 | 2021 |
| Commercial properties in Hong Kong | 位於香港的商業物業 | 2.50% – 5.00% | 2.27% – 5.00% | 73.5% – 100% | 0% – 76.7% |
| Commercial properties in the PRC | 位於中國的商業物業 | 6.25% | 6.50% | 68.1% | 68.1% |
| Industrial properties in Hong Kong | 位於香港的工業物業 | 4.00% – 4.50% | 4.00% – 4.50% | 28.9% – 100% | 0% – 28.9% |

The fair value measurement of investment properties is positively correlated to the occupancy rate and negatively correlated to the capitalisation rate.

12 固定資產(續)

(b) 投資物業的公允價值計量(續)

(ii) 估值程序

於二零二二年三月三十一日，位於香港和中國的投資物業是由一間獨立專業估值師 — 威格斯資產評估顧問有限公司(其員工中具備香港測量師學會資深會員之資格，且對被重估之物業所在位置及所屬類別有近期相關之經驗)進行重估，重估乃以個別物業之市值為準則。管理層已與估值師討論在各個中期和年度報告日期進行估值的假設和結果。

(iii) 第三層級公允價值計量的資料

本集團採用收益資本化法，將物業的淨租金收入資本化，並考慮到物業出租率及在現有租約屆滿後續約時租金收入的潛在能力，以釐定投資物業的公允價值。重大的不可觀察輸入值列載如下：

投資物業的公允價值計量與出租率成正比關係，但與資本化比率成反比關係。

12 Fixed Assets (Continued)

(b) Fair value measurement of investment properties (Continued)

(iii) Information about Level 3 fair value measurement (Continued)

The movements during the year in the balance of these Level 3 fair value measurement are as follows:

| | | Commercial properties in Hong Kong 位於香港的商業物業 \$'000 千元 | Commercial properties in the PRC 位於中國的商業物業 \$'000 千元 | Industrial properties in Hong Kong 位於香港的工業物業 \$'000 千元 |
|------------------------|-------------|---|---|---|
| At 1 April 2020 | 於2020年4月1日 | 12,138,200 | 34,790 | 372,790 |
| Exchange adjustments | 匯兌調整 | — | 2,905 | — |
| Additions | 增置 | 1,032 | — | — |
| Fair value adjustments | 公允價值調整 | (1,782,632) | (2,093) | (24,470) |
| At 31 March 2021 | 於2021年3月31日 | 10,356,600 | 35,602 | 348,320 |
| At 1 April 2021 | 於2021年4月1日 | 10,356,600 | 35,602 | 348,320 |
| Exchange adjustments | 匯兌調整 | — | 1,431 | — |
| Additions | 增置 | 1,313 | — | 174 |
| Fair value adjustments | 公允價值調整 | (1,256,313) | (405) | (7,974) |
| At 31 March 2022 | 於2022年3月31日 | 9,101,600 | 36,628 | 340,520 |

Fair value adjustment of investment properties is recognised in the line item “net valuation losses on investment properties” on the face of the consolidated statement of profit or loss and other comprehensive income. All the valuation changes recognised in profit or loss for the year arise from the properties held at the end of the reporting period. The valuation changes will only affect the accounting profit or loss but not the cash flows of the Group.

12 固定資產(續)

(b) 投資物業的公允價值計量(續)

(iii) 第三層級公允價值計量的資料(續)

本年度內第三層級公允價值結餘的變動如下：

投資物業的公允價值調整在綜合損益及其他全面收入表的「投資物業估值虧損淨額」項目中確認。本年度內在損益中確認的所有估值變動均來自本集團於報告期間終結日持有的物業。該估值變動只會影響本集團在會計上的溢利或虧損，而不會對其現金流量造成影響。

12 Fixed Assets (Continued)

(c) The analysis of net book value of properties is as follows:

| | | 2022 | 2021 |
|--|----------------|------------------|-------------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| In Hong Kong, with remaining lease term of: | 在香港，剩餘租賃期為： | | |
| — not less than 50 years | — 不少於50年 | 130,776 | 151,997 |
| — less than 50 years but not less than 10 years | — 少於50年但不少於10年 | 9,363,802 | 10,608,792 |
| Outside Hong Kong, with remaining lease term of: | 在香港境外，剩餘租賃期為： | | |
| — less than 50 years but not less than 10 years | — 少於50年但不少於10年 | 36,628 | 35,602 |
| | | 9,531,206 | 10,796,391 |

(d) Other assets comprise furniture, fixtures, equipment and motor vehicles.

(e) The Group leases out investment properties under operating leases. The leases run for an initial period of one to ten years, with an option to renew the lease after that date at which time all terms are renegotiated. Certain leases include variable lease payment terms that are based on the revenue of tenants. Variable lease payments that do not depend on an index or a rate recognised as income in profit or loss during the year ended 31 March 2022 were \$6,860,000 (2021: \$7,916,000).

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

| | | 2022 | 2021 |
|----------------------------------|---------|----------------|----------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Within 1 year | 1年內 | 231,299 | 329,928 |
| After 1 year but within 2 years | 1年後但2年內 | 158,901 | 148,968 |
| After 2 years but within 3 years | 2年後但3年內 | 84,608 | 85,032 |
| After 3 years but within 4 years | 3年後但4年內 | 43,061 | 56,659 |
| After 4 years but within 5 years | 4年後但5年內 | 40,235 | 41,884 |
| After 5 years | 5年後 | 100,383 | 140,618 |
| | | 658,487 | 803,089 |

12 固定資產(續)

(c) 物業賬面淨值的分析如下：

(d) 其他資產包括傢俬、裝置、設備及汽車。

(e) 本集團以經營租賃租出投資物業。這些租賃最初為期一年至十年，並且有權選擇在到期日後續期，屆時所有條款均可重新商定。若干租賃包括按租戶收入計算的可變租賃付款額的條款。不取決於指數或比率的可變租賃付款額於截至二零二二年三月三十一日止年度在損益中確認為收入為6,860,000元(二零二一年：7,916,000元)。

本集團根據於報告日期已存在不可解除經營租賃在未來期間應收的未折現租賃付款額如下：

12 Fixed Assets (Continued)

(f) Pledge of assets

At the end of the reporting period, fixed assets with carrying value of \$9,023,206,000 (2021: \$10,260,320,000) were pledged to secure the bank loan (see note 20).

12 固定資產(續)

(f) 資產抵押

於報告期間終結日，銀行貸款是以賬面值為9,023,206,000元(二零二一年：10,260,320,000元)的固定資產作為抵押(參閱附註20)。

13 Subsidiaries

The following list contains the particulars of all the subsidiaries of the Group. The class of shares held is ordinary unless otherwise stated.

13 附屬公司

下表列載本集團所有附屬公司詳情。除另有註明者外，所持有的股份均為普通股。

| Name of company 公司名稱 | Place of incorporation and operation 註冊成立及經營地點 | Particulars of issued and paid up capital 已發行及繳足股本詳情 | Proportion of ownership interest 所佔權益比例 | | | Principal activity 主要業務 |
|---|---|---|--|-------------------------------|-------------------------------|---|
| | | | Group's effective holding 本集團的實際權益 | held by the Company 由本公司持有 | held by subsidiary 由附屬公司持有 | |
| Associated International Hotels Limited 凱聯國際酒店有限公司 | Hong Kong 香港 | \$360,000,000 divided into 360,000,000 shares 360,000,000元分為360,000,000股股份 | 50.01% | 46.41% | 3.6% | Property investment and investment holding 物業投資與投資控股 |
| Sparkland Investments Limited | Hong Kong 香港 | \$2 divided into 2 shares 2元分為2股股份 | 100% | 100% | — | Investment holding 投資控股 |
| Harkam Limited 賀錦有限公司 | Hong Kong 香港 | \$2 divided into 2 shares 2元分為2股股份 | 100% | — | 100% | Property and investment holding 持有物業與投資控股 |
| Metropolitan (International) Limited 萬邦(國際)有限公司 | Hong Kong 香港 | \$8,000,000 divided into 1,600,000 shares 8,000,000元分為1,600,000股股份 | 100% | 100% | — | Property investment 物業投資 |
| Associated International Resorts Limited | Hong Kong 香港 | \$20 divided into 2 shares 20元分為2股股份 | 50.01% | — | 100% | Inactive 不活躍 |
| Diamond Town Limited 錦登有限公司 | Hong Kong 香港 | \$200,000 divided into 200,000 shares 200,000元分為200,000股股份 | 50.01% | — | 100% | Property investment 物業投資 |

13 Subsidiaries (Continued)

The following tables list out the summarised financial information relating to Associated International Hotels Limited, the only subsidiary of the Group which has material non-controlling interests. Total ownership interest held by non-controlling interests was 49.99%. The summarised financial information presented below represents the amounts before any inter-company elimination.

(a) Summarised results

| | | 2022 | 2021 |
|--|----------------|-------------|-------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Revenue | 收入 | 301,316 | 434,184 |
| Loss and total comprehensive income for the year | 本年度虧損及全面收入總額 | (1,120,762) | (1,525,504) |
| Loss for the year allocated to non-controlling interests | 非控股股東權益應佔本年度虧損 | (560,286) | (762,622) |
| Dividends to non-controlling interests | 予非控股股東的股息 | (68,388) | (89,985) |

(b) Summarised assets and liabilities

| | | 2022 | 2021 |
|---|------------------------|-----------|------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Non-current assets | 非流動資產 | 9,198,105 | 10,466,703 |
| Current assets | 流動資產 | 604,659 | 591,698 |
| | | 9,802,764 | 11,058,401 |
| Current liabilities | 流動負債 | (176,832) | (383,326) |
| Non-current liabilities | 非流動負債 | (306,095) | (97,676) |
| | | (482,927) | (481,002) |
| NET ASSETS | 資產淨值 | 9,319,837 | 10,577,399 |
| Non-controlling interests' proportionate share of the subsidiary's net assets | 非控股股東權益於附屬公司的資產淨值中應佔份額 | 4,659,124 | 5,287,798 |

13 附屬公司(續)

下表列載與凱聯國際酒店有限公司有關的財務資料概要。該公司是本集團唯一擁有重大非控股權益的附屬公司。非控股股東所佔權益總數為49.99%。下表呈列的財務資料概要為集團內公司間進行互相抵銷前的數額。

(a) 業績摘要

(b) 資產及負債摘要

13 Subsidiaries (Continued)
(c) Summarised cash flows

13 附屬公司(續)
(c) 現金流量摘要

| | | 2022 | 2021 |
|--|------------------|-----------|-----------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Net cash generated from operating activities | 經營活動所得的現金淨額 | 187,986 | 147,630 |
| Net cash generated from/(used in) investing activities | 投資活動所得/(所用)的現金淨額 | 18,804 | (12,706) |
| Net cash used in financing activities | 融資活動所用的現金淨額 | (139,723) | (183,130) |
| Net cash flows | 現金流量淨額 | 67,067 | (48,206) |

14 Accounts Receivable, Deposits and Prepayments

14 應收賬款、訂金及預付款

| | | 2022 | 2021 |
|--|-----------------------|---------|----------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Accounts receivable | 應收賬款 | 144,326 | 195,208 |
| Less: Allowance for credit losses (note 14(b)) | 減：信貸虧損準備 (附註14(b)) | (725) | (11,590) |
| | | 143,601 | 183,618 |
| Deposits and prepayments | 訂金及預付款 | 7,059 | 7,228 |
| | | 150,660 | 190,846 |

14 Accounts Receivable, Deposits and Prepayments (Continued)

(a) Ageing analysis

The ageing analysis of accounts receivable (net of allowance for credit losses) which was included in accounts receivable, deposits and prepayments as of the end of the reporting period is as follows:

| | | 2022 | 2021 |
|---|----------------|----------------|----------------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Current (Note) | 未逾期(註) | 108,109 | 143,635 |
| Less than 1 month past due | 逾期少於1個月 | 12,140 | 11,618 |
| 1 to 3 months past due | 逾期1至3個月 | 14,131 | 18,364 |
| More than 3 months but less than 12 months past due | 逾期超過3個月但少於12個月 | 7,577 | 9,602 |
| More than 12 months past due | 逾期超過12個月 | 1,644 | 399 |
| Amounts past due | 已逾期金額 | 35,492 | 39,983 |
| | | 143,601 | 183,618 |

Note: The amount includes the receivable for lease incentives of \$105,893,000 (2021: \$143,457,000) which is not past due. The movement in the said receivable during the year will only affect the accounting revenue but not the contractual cash flows of the Group.

Debts are generally due on the 1st day of each month and 10 to 14 days are allowed for settlement or else interest will be charged. Further details on the Group's credit policy are set out in note 23(a).

14 應收賬款、訂金及預付款(續)

(a) 賬齡分析

於報告期間終結日，包括在應收賬款、訂金及預付款內的應收賬款(已扣除信貸虧損準備)的賬齡分析如下：

註：這數額包括租賃所涉及的激勵措施的未逾期應收賬款105,893,000元(二零二一年：143,457,000元)。該應收賬款的本年度變動只會影響本集團在會計上的收入，而不會對其合約性現金流量造成影響。

欠款一般在每月首日到期，還款寬限期一般為十天至十四天，逾期會徵收利息。本集團信貸政策其他詳情列載於附註23(a)。

14 Accounts Receivable, Deposits and Prepayments (Continued)

(b) Impairment of accounts receivable

The movement in the specific allowance for credit losses during the year is as follows:

| | | 2022 | 2021 |
|--|-----------------|----------|---------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| At 1 April 2021/2020 | 於2021/2020年4月1日 | 11,590 | 2,140 |
| Impairment losses recognised (note 6(c)) | 已確認減值虧損(附註6(c)) | 2,276 | 13,571 |
| Uncollectible amounts written off | 已沖銷不可收回數額 | (13,141) | (4,121) |
| At 31 March | 於3月31日 | 725 | 11,590 |

15 Pledged Bank Deposits

At 31 March 2022 and 2021, bank deposits were pledged to a designated bank to secure the bank loan (see note 20).

16 Cash and Cash Equivalents

(a) Cash and cash equivalents comprise:

| | | 2022 | 2021 |
|--------------------------|---------|---------|---------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Deposits with banks | 銀行定期存款 | 462,857 | 397,408 |
| Cash at bank and in hand | 銀行存款及現金 | 30,065 | 33,510 |
| | | 492,922 | 430,918 |

14 應收賬款、訂金及預付款(續)

(b) 應收賬款減值

本年度內信貸虧損特定準備變動如下：

15 已抵押銀行存款

於二零二二年及二零二一年三月三十一日，銀行存款已用作抵押，以獲取一家指定銀行的銀行貸款(參閱附註20)。

16 現金及現金等價物

(a) 現金及現金等價物包括：

16 Cash and Cash Equivalents (Continued)

(b) Reconciliation of liabilities arising from financing activities:

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

16 現金及現金等價物(續)

(b) 融資活動所產生的負債之對賬：

下表詳列本集團融資活動所產生的負債變動，當中包括現金及非現金變動。融資活動所產生的負債指該負債的現金流量已經或未來現金流量將被分類於綜合現金流量表的融資活動內。

| | | Bank loan — secured 銀行貸款 — 有抵押 \$'000 千元 (Note 20) (附註20) | Government lease premiums payable 政府地價 應付 \$'000 千元 (Note 21) (附註21) | Interest payables 應付利息 \$'000 千元 | Total 總額 \$'000 千元 |
|--|------------------|--|---|--|-----------------------------|
| At 1 April 2021 | 於2021年4月1日 | 200,000 | 1,722 | 128 | 201,850 |
| Changes from financing cash flows: | 融資現金流量變動： | | | | |
| Payment for government lease premiums payable | 支付政府地價 | — | (73) | — | (73) |
| Interest paid on government lease premiums payable | 已付政府地價利息 | — | — | (86) | (86) |
| Interest paid on bank loan | 已付銀行貸款利息 | — | — | (1,794) | (1,794) |
| Other borrowing costs paid | 已付其他借款成本 | — | — | (970) | (970) |
| Total changes from financing cash flows | 融資現金流量變動總額 | — | (73) | (2,850) | (2,923) |
| Other changes: | 其他變動： | | | | |
| Interest on bank loan | 銀行貸款利息 | — | — | 1,928 | 1,928 |
| Other borrowing costs | 其他借款成本 | — | — | 970 | 970 |
| Interest on government lease premiums payable | 應付政府地價利息 | — | — | 83 | 83 |
| Total other changes | 其他變動總額 | — | — | 2,981 | 2,981 |
| At 31 March 2022 | 於2022年3月31日 | 200,000 | 1,649 | 259 | 201,908 |

16 Cash and Cash Equivalents (Continued)

(b) Reconciliation of liabilities arising from financing activities: (Continued)

16 現金及現金等價物(續)

(b) 融資活動所產生的負債之對賬： (續)

| | | Bank loan — secured 銀行貸款 — 有抵押 \$'000 千元 (Note 20) (附註20) | Government lease premiums payable 政府地價 應付 \$'000 千元 (Note 21) (附註21) | Interest payables 應付利息 \$'000 千元 | Total 總額 \$'000 千元 |
|--|--------------------|--|---|--|-----------------------------|
| At 1 April 2020 | 於2020年4月1日 | 200,000 | 1,791 | 142 | 201,933 |
| Changes from financing cash flows: | 融資現金流量變動： | | | | |
| Payment for government lease premiums payable | 支付政府地價 | — | (69) | — | (69) |
| Interest paid on government lease premiums payable | 已付政府地價利息 | — | — | (90) | (90) |
| Interest paid on bank loan | 已付銀行貸款利息 | — | — | (2,720) | (2,720) |
| Other borrowing costs paid | 已付其他借款成本 | — | — | (251) | (251) |
| Total changes from financing cash flows | 融資現金流量變動總額 | — | (69) | (3,061) | (3,130) |
| Other changes: | 其他變動： | | | | |
| Interest on bank loan | 銀行貸款利息 | — | — | 2,710 | 2,710 |
| Other borrowing costs | 其他借款成本 | — | — | 250 | 250 |
| Interest on government lease premiums payable | 應付政府地價利息 | — | — | 87 | 87 |
| Total other changes | 其他變動總額 | — | — | 3,047 | 3,047 |
| At 31 March 2021 | 於2021年3月31日 | 200,000 | 1,722 | 128 | 201,850 |

17 Other Payables and Accruals

All of the other payables and accruals are expected to be settled within one year.

18 Deposits Received

All of the deposits received are expected to be settled within one year except for \$70,166,000 (2021: \$78,177,000) which is expected to be settled after more than one year.

19 Provision for Long Service Payments

17 其他應付款及應計費用

所有其他應付款及應計費用預計於一年內清付。

18 已收訂金

除了70,166,000元(二零二一年：78,177,000元)的訂金預計於超過一年後清付外，所有已收訂金預計於一年內清付。

19 長期服務金準備

| | | \$'000 千元 |
|-----------------------------|-------------|--------------|
| At 1 April 2021 | 於2021年4月1日 | 1,505 |
| Provision made for the year | 本年度計提準備 | 143 |
| At 31 March 2022 | 於2022年3月31日 | 1,648 |

Under the Hong Kong Employment Ordinance, the Group is obliged to make lump sum payments on cessation of employment in certain circumstances to employees who have completed at least five years of services with the Group. The amount payable is dependent on the employees' final salary and years of service, and is reduced by entitlements accrued under the Group's retirement plan that is attributable to contributions made by the Group. The Group does not set aside any assets to fund any remaining obligations.

根據香港《僱傭條例》，本集團須就終止在職五年或以上的員工僱傭關係時，在某些情況下必須作出一筆付款。應付金額按有關員工最終的薪金及服務年期，減去按本集團退休計劃內由本集團作出的供款金額計算。本集團並沒有預留任何資產作為任何剩餘債務的撥款。

20 Bank Loan — Secured

At 31 March 2022, the bank loan was repayable as follows:

| | | 2022 | 2021 |
|----------------------------------|---------|---------|---------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Within 1 year | 1年內 | — | 200,000 |
| After 1 year but within 2 years | 1年後但2年內 | — | — |
| After 2 years but within 5 years | 2年後但5年內 | 200,000 | — |
| | | 200,000 | — |
| | | 200,000 | 200,000 |

On 7 October 2013, the Company's subsidiary, Associated International Hotels Limited, entered into a facility agreement with a bank for banking facilities of up to \$300,000,000. Following the first supplemental agreement for extension of the facilities to 8 October 2021, the subsidiary entered into the second supplemental agreement with the bank on 23 August 2021 for extension of the facilities for three years to 8 October 2024. The subsidiary has an option to further extend the facilities for two additional years to 8 October 2026, subject to, among other things, the agreement of the lending bank. The banking facilities were secured by a debenture incorporating a first fixed legal charge over certain fixed assets (see note 12(f)) and a first floating charge over certain bank deposits (see note 15). At 31 March 2022, the outstanding bank loan was \$200,000,000 (2021: \$200,000,000).

The subsidiary's banking facilities are subject to the fulfilment of covenants relating to certain of the subsidiary's consolidated statement of financial position ratios and maintenance of capital at certain required levels. If the subsidiary were to breach the covenants, the drawn down facilities would become payable on demand. The Group regularly monitors its compliance with these covenants. As at 31 March 2022 and 2021, none of the covenants relating to drawn down facilities had been breached.

20 銀行貸款 — 有抵押

於二零二二年三月三十一日，銀行貸款的還款期如下：

於二零一三年十月七日，本公司的附屬公司——凱聯國際酒店有限公司與一間銀行訂立了一份合共300,000,000元的融資協議。繼第一份補充協議將融資期限延長至二零二一年十月八日之後，該附屬公司於二零二一年八月二十三日與該銀行訂立第二份補充協議，將融資期限再延長三年至二零二四年十月八日。在符合其他協議條件及貸款銀行同意的情况下，該附屬公司可選擇將融資期限進一步延長兩年，至二零二六年十月八日。該銀行融資是以一份包括若干固定資產(參閱附註12(f))的第一固定法定押記及若干銀行存款(參閱附註15)的第一浮動押記的債券作為抵押。於二零二二年三月三十一日，未償還的銀行貸款為200,000,000元(二零二一年：200,000,000元)。

該附屬公司的銀行融資須在履行與該附屬公司的若干綜合財務狀況表比率有關的契諾後方能取用，並須維持資本在一定的規定水平。倘該附屬公司違反該等契諾，則須按通知即時償還已提取的信貸額。本集團會定期監察是否已符合這些契諾。於二零二二年及二零二一年三月三十一日，該附屬公司並無違反任何與提取信貸有關的契諾。

21 Government Lease Premiums Payable

At 31 March 2022, the government lease premiums payable was repayable as follows:

| | | 2022 | 2021 |
|--|---------------------|--------------|--------|
| | | \$'000 | \$'000 |
| | | 千元 | 千元 |
| Within 1 year (amount included in other payables and accruals) | 1年內(包括在其他應付款及應計費用內) | 77 | 73 |
| After 1 year but within 2 years | 1年後但2年內 | 80 | 77 |
| After 2 years but within 3 years | 2年後但3年內 | 84 | 80 |
| After 3 years but within 4 years | 3年後但4年內 | 89 | 84 |
| After 4 years but within 5 years | 4年後但5年內 | 93 | 89 |
| After 5 years | 5年後 | 1,226 | 1,319 |
| | | 1,572 | 1,649 |
| | | 1,649 | 1,722 |

Interest on government lease premiums payable is chargeable at a fixed rate of 5% (2021: 5%) per annum on the outstanding balance.

21 應付政府地價

於二零二二年三月三十一日，應付政府地價的還款期如下：

應付政府地價利息是按未償還餘額以固定年利率5厘(二零二一年：5厘)計算。

22 Capital and Reserves

(a) Movements in components of equity

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

The Company

22 資本及儲備

(a) 權益組成部分的變動

本集團綜合權益的每個組成部分的期初與期末結餘的對賬，列載於綜合權益變動表。本公司於年初至年終間個別權益組成部分的變動詳情列載如下：

本公司

| | | Share capital 股本 \$'000 千元 | Retained earnings 保留溢利 \$'000 千元 | Total 總額 \$'000 千元 |
|--|---------------------------------|--|--|-----------------------------|
| Balance at 1 April 2020 | 於2020年4月1日的結餘 | 121,830 | 385,009 | 506,839 |
| Profit and total comprehensive income for the year | 本年度溢利及全面收入總額 | — | 68,909 | 68,909 |
| Dividends approved in respect of the previous financial year | 屬於上一財政年度批准的股息 | — | (47,473) | (47,473) |
| Dividends declared in respect of the current financial year | 屬於本財政年度宣派的股息 | — | (47,473) | (47,473) |
| Balance at 31 March 2021 and 1 April 2021 | 於2021年3月31日及2021年4月1日的結餘 | 121,830 | 358,972 | 480,802 |
| Profit and total comprehensive income for the year | 本年度溢利及全面收入總額 | — | 70,060 | 70,060 |
| Dividends approved in respect of the previous financial year | 屬於上一財政年度批准的股息 | — | (37,979) | (37,979) |
| Dividends declared in respect of the current financial year | 屬於本財政年度宣派的股息 | — | (37,979) | (37,979) |
| Balance at 31 March 2022 | 於2022年3月31日的結餘 | 121,830 | 353,074 | 474,904 |

22 Capital and Reserves (Continued)

(b) Share capital

| | | 2022 | | 2021 | |
|-------------------------------|----------------|-----------------------------|--------------|-----------------------------|--------------|
| | | Number of shares 股份數目 | \$'000 千元 | Number of shares 股份數目 | \$'000 千元 |
| Issued and fully paid: | 已發行及繳足： | | | | |
| Shares | 股份 | 474,731,824 | 121,830 | 474,731,824 | 121,830 |

In accordance with section 135 of the Hong Kong Companies Ordinance, the shares of the Company have no nominal value.

The holders of shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

(c) Nature and purpose of revaluation reserve

The revaluation reserve represents hotel properties revaluation surpluses and other properties revaluation surplus recognised in prior years. The hotel has been redeveloped into iSQUARE. Upon the retirement or disposal of the properties, any related revaluation surplus is transferred from the revaluation reserve to retained earnings. The reserve is non-distributable.

(d) Distributability of reserves

At 31 March 2022, the aggregate amount of reserves available for distribution to equity shareholders of the Company, as calculated under the provisions of Part 6 of the Hong Kong Companies Ordinance, was \$85,206,000 (2021: \$93,360,000). After the end of the reporting period, the Directors proposed a final dividend of \$0.08 per share (2021: \$0.08 per share), amounting to \$37,979,000 (2021: \$37,979,000) (note 10). This dividend has not been recognised as a liability at the end of the reporting period.

22 資本及儲備(續)

(b) 股本

根據香港《公司條例》第135條，本公司的股份並無面值。

股份持有人有權收取不時宣派的股息，並可在本公司大會上每持有一股股份投一票。對於本公司的剩餘資產，所有股份均享有同等權益。

(c) 重估儲備的性質和用途

重估儲備是指以往年度已確認的酒店物業重估盈餘及其他物業重估盈餘。該酒店已重建為國際廣場。報廢或處置有關物業後，任何相關的重估盈餘會由重估儲備轉入保留溢利。此儲備是不可分派的。

(d) 可供分派儲備

於二零二二年三月三十一日，根據香港《公司條例》第6部規定計算的可供分派予公司權益股東的儲備總額為85,206,000元(二零二一年：93,360,000元)。董事會於報告期間終結日後，建議分派末期股息每股0.08元(二零二一年：每股0.08元)，合共37,979,000元(二零二一年：37,979,000元)(附註10)。這些股息於報告期間終結日尚未確認為負債。

22 Capital and Reserves (Continued)

(e) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for equity shareholders and benefits for other stakeholders, by leasing properties and pricing services commensurately with the level of risk and by securing access to finance at a reasonable cost.

The Group regularly reviews and manages its capital structure to maintain a balance between the higher member returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions. The Group's overall strategy remained unchanged during the years ended 31 March 2022 and 2021.

The Group monitors its capital structure by reviewing its gearing ratio and cash flow requirements, taking into account its future financial obligations and commitments. For this purpose, the Group defines gearing ratio as total bank loan over total equity as shown in the consolidated statement of financial position. As at 31 March 2022, the Group's gearing ratio was 2.1% (2021: 1.8%) with bank deposits and cash exceeding total bank loan of \$296,339,000 (2021: \$252,719,000).

22 資本及儲備(續)

(e) 資本管理

本集團管理資本的主要目的是保障本集團持續經營的能力，從而藉著出租物業和訂定與風險水平相稱的服務價格以及以合理成本取得融資的方式，繼續為權益股東帶來回報，並為其他相關人士帶來利益。

本集團定期檢討和管理其資本結構，務求在可能以較高的借款水平去爭取較高的成員回報時，與穩健資本狀況帶來的優勢和保障取得平衡，並因應經濟情況轉變而調整資本結構。截至二零二二年及二零二一年三月三十一日止年度，本集團的整體策略維持不變。

本集團經考慮未來財務責任和承擔後，透過審閱資本負債比率及現金流量需求來監察其資本結構。就此而言，本集團界定資本負債比率為銀行貸款總額除以綜合財務狀況表所示的權益總額。於二零二二年三月三十一日，本集團的資本負債比率為2.1%(二零二一年：1.8%)，而銀行存款及現金超過銀行貸款總額達296,339,000元(二零二一年：252,719,000元)。

23 Financial Risk Management and Fair Values

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business.

The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to accounts receivable, pledged bank deposits and cash and cash equivalents. Management has a credit policy in place and the exposure to this credit risk is monitored on an ongoing basis.

The Group's exposure to credit risk arising from pledged bank deposits and cash and cash equivalents is limited because the counterparties are banks and financial institutions with sound credit rating, for which the Group considers to have low credit risk.

In respect of accounts receivable, individual credit evaluations are performed on all customers requiring credit over a certain amount. These evaluations focus on the customer's past history of making payments when due and current ability to pay, and take into account information specific to the customer as well as pertaining to the economic environment in which the customer operates. Debts are generally due on the 1st day of each month and 10 to 14 days are allowed for settlement or else interest will be charged. Legal action will be taken against past due debtors whenever the situation is appropriate. The Group obtains deposits from customers (see note 18) as collateral over accounts receivable to cover potential exposure to credit risk. At 31 March 2022 and 2021, the expected credit losses for accounts receivable were measured and loss allowance was provided.

23 財務風險管理及公允價值

本集團會在正常業務過程中出現信貸、流動資金、利率和貨幣風險。

有關本集團所承擔的風險，以及本集團用以管理該等風險的財務風險管理政策和慣常做法載述如下。

(a) 信貸風險

信貸風險指交易對手不履行其合約責任而導致本集團蒙受財務損失的風險。本集團的信貸風險主要來自應收賬款、已抵押銀行存款和現金及現金等價物。管理層已實施信貸政策，並且不斷監察所承受的信貸風險。

本集團由已抵押銀行存款和現金及現金等價物所產生的信貸風險有限，因為交易對手是本集團視為低信貸風險的具有良好信貸評級的銀行及財務機構。

就應收賬款而言，對於所有要求授出超過一定金額信貸的客戶，本集團會作出個別信貸評估。另外會集中評估客戶過往償還到期賬項的記錄及目前的償債能力，並會考慮客戶特定資料以至客戶經營所在的經濟環境。欠款一般在每月首日期，還款寬限期一般為十天至十四天，逾期會徵收利息。本集團會在適當的情況下對逾期欠款債務人採取法律行動。本集團收取客戶訂金(參閱附註18)作為應收賬款的抵押品以抵銷潛在的信貸風險。於二零二二年及二零二一年三月三十一日，應收賬款的預期信貸虧損已計量並作出虧損準備。

23 Financial Risk Management and Fair Values

(Continued)

(a) Credit risk (Continued)

The Group has no significant concentrations of credit risk. The maximum exposure to credit risk without taking account of any collateral held is represented by the carrying amount of each financial asset in the statement of financial position after deducting any impairment allowance. The Group does not provide any other guarantees which would expose the Group to credit risk.

Further quantitative disclosures in respect of the Group's exposure to credit risk arising from accounts receivable are set out in note 14.

(b) Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements and its compliance with lending covenants, to ensure that it maintains sufficient reserves of cash and an adequate amount of committed banking facilities to meet its liquidity requirements in the short and longer term.

The following table details the remaining contractual maturities at the end of the reporting period of the Group's non-derivative financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of the reporting period) and the earliest date the Group can be required to pay:

23 財務風險管理及公允價值(續)

(a) 信貸風險(續)

本集團並無重大信貸風險集中的情況。不計算所持抵押品，本集團所承受的信貸風險上限為財務狀況表中每項金融資產的賬面值(已扣除減值準備)。本集團並無提供可致本集團承擔信貸風險的任何擔保。

有關本集團因應收賬款而產生信貸風險承擔的其他量化披露，載述於附註14。

(b) 流動資金風險

本集團的政策是定期監察當時和預計的流動資金需求，以及有否遵守貸款契約，確保維持充裕的現金儲備，同時獲銀行承諾提供足夠的信貸額，以滿足短期和較長期的流動資金需求。

下表詳列本集團之非衍生金融負債於報告期間終結日的尚餘合約到期款項，該等款項按合約未折現現金流量(包括以合約利率或按於報告期間終結日的當時利率(如屬浮息)計算的利息付款)及本集團須最早支付日期而列報：

23 Financial Risk Management and Fair Values

(Continued)

(b) Liquidity risk (Continued)

23 財務風險管理及公允價值(續)

(b) 流動資金風險(續)

| | | 2022 | | | | | |
|-----------------------------------|------------|---|--|---|------------------------------|--------------|---------------------------|
| | | Contractual undiscounted cash flows | | | | | |
| | | 合約未折現現金流量 | | | | | |
| | | Within 1 year or on demand 1年內或 接獲通知時 | More than 1 year but less than 2 years 超過1年 但少於2年 | More than 2 years but less than 5 years 超過2年 但少於5年 | More than 5 years 超過5年 | Total | Carrying amount 賬面值 |
| | | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 |
| Other payables and accruals | 其他應付款及應計費用 | 51,267 | – | – | – | 51,267 | 51,248 |
| Deposits received | 已收訂金 | 63,037 | 29,155 | 28,793 | 12,218 | 133,203 | 133,203 |
| Bank loan – secured | 銀行貸款 — 有抵押 | 2,307 | 2,313 | 201,201 | – | 205,821 | 200,000 |
| Government lease premiums payable | 應付政府地價 | – | 159 | 477 | 1,588 | 2,224 | 1,572 |
| | | 116,611 | 31,627 | 230,471 | 13,806 | 392,515 | 386,023 |

| | | 2021 | | | | | |
|-----------------------------------|------------|---|--|---|------------------------------|--------------|---------------------------|
| | | Contractual undiscounted cash flows | | | | | |
| | | 合約未折現現金流量 | | | | | |
| | | Within 1 year or on demand 1年內或 接獲通知時 | More than 1 year but less than 2 years 超過1年 但少於2年 | More than 2 years but less than 5 years 超過2年 但少於5年 | More than 5 years 超過5年 | Total | Carrying amount 賬面值 |
| | | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 | \$'000 千元 |
| Other payables and accruals | 其他應付款及應計費用 | 38,361 | – | – | – | 38,361 | 38,341 |
| Deposits received | 已收訂金 | 76,449 | 49,345 | 16,614 | 12,218 | 154,626 | 154,626 |
| Bank loan – secured | 銀行貸款 — 有抵押 | 200,967 | – | – | – | 200,967 | 200,000 |
| Government lease premiums payable | 應付政府地價 | – | 159 | 477 | 1,747 | 2,383 | 1,649 |
| | | 315,777 | 49,504 | 17,091 | 13,965 | 396,337 | 394,616 |

23 Financial Risk Management and Fair Values

(Continued)

(c) Interest rate risk

The Group's interest rate risk primarily arises from bank loan. The bank loan borrowed at variable rates expose the Group to cash flow interest rate risk. The Group's interest rate profile as monitored by management is set out in (i) below.

(i) Interest rate profile

The following table details the interest rate profile of the Group's borrowings with significant interest rate risk exposure at the end of the reporting period:

| | | 2022 | | 2021 | |
|-----------------------------------|--------------|----------------------------|---------|----------------------------|---------|
| | | Effective interest rate | | Effective interest rate | |
| | | 實際利率 | \$'000 | 實際利率 | \$'000 |
| | | % | 千元 | % | 千元 |
| Fixed rate borrowings: | 定息借款： | | | | |
| Government lease premiums payable | 應付政府地價 | 5.00 | 1,649 | 5.00 | 1,722 |
| Variable rate borrowings: | 浮息借款： | | | | |
| Bank loan — secured | 銀行貸款 — 有抵押 | 1.15 | 200,000 | 0.93 | 200,000 |
| Total | 總額 | | 201,649 | | 201,722 |

23 財務風險管理及公允價值(續)

(c) 利率風險

本集團的利率風險主要來自銀行貸款。浮息的銀行貸款使本集團須承受現金流量利率風險。本集團管理層監察的利率概況如下(i)所述。

(i) 利率概況

下表詳列於報告期間終結日本集團所承擔具有重大利率風險的借款利率概況：

23 Financial Risk Management and Fair Values

(Continued)

(c) Interest rate risk (Continued)

(ii) Sensitivity analysis

At 31 March 2022, it is estimated that a general increase/decrease of 225 (2021: 30) basis points in interest rates, with all other variables held constant, would have increased/decreased the Group's loss after tax and decreased/increased the retained profits by approximately \$3,758,000 (2021: \$501,000).

The sensitivity analysis above indicates the instantaneous change in the Group's loss after tax (and retained profits) that would arise assuming that the change in interest rates had occurred at the end of the reporting period. In respect of the exposure to cash flow interest rate risk arising from floating rate non-derivative instruments held by the Group at the end of the reporting period, the impact on the Group's loss after tax (and retained profits) is estimated as an annualised impact on interest expense of such a change in interest rates. The analysis is performed on the same basis for 2021.

(d) Currency risk

The Group has no significant exposure to foreign currency risk as substantially all of the Group's transactions are denominated in Hong Kong dollars.

(e) Fair values

All financial instruments are carried at amounts not materially different from their fair values as at 31 March 2022 and 2021.

23 財務風險管理及公允價值(續)

(c) 利率風險(續)

(ii) 敏感度分析

於二零二二年三月三十一日，估計當利率普遍上升／下降225（二零二一年：30）基點，加上所有其他可變因素維持不變，將因此增加／減少本集團除稅後虧損及減少／增加保留溢利約3,758,000元（二零二一年：501,000元）。

上述敏感度分析列示利率變動（假設已於報告期間終結日發生）對本集團除稅後虧損（和保留溢利）的即時變化。就本集團所承擔於報告期間終結日持有浮息非衍生工具而產生的現金流量利率風險而言，本集團除稅後虧損（和保留溢利）的影響是按該利率變動對利息支出的年度化影響作出估計。這項分析是按二零二一年相同的基準進行。

(d) 貨幣風險

由於本集團絕大部分交易均以港幣計值，因此並無承受重大的外幣風險。

(e) 公允價值

本集團的所有金融工具均以與其於二零二二年及二零二一年三月三十一日的公允價值不會有重大差異的數額列賬。

24 Employee Retirement Benefits

The Group operates a Mandatory Provident Fund Scheme (“the MPF scheme”) under the Hong Kong Mandatory Provident Fund Schemes Ordinance for employees employed under the jurisdiction of the Hong Kong Employment Ordinance. The MPF scheme is a defined contribution retirement plan administrated by independent trustees. Under the MPF scheme, the employer and its employees are each required to make contributions to the plan at 5% of the employees’ relevant income, subject to a cap of monthly relevant income of \$30,000. In addition to the mandatory contribution, the Group makes voluntary contribution at 5% of the employees’ monthly relevant income in excess of \$30,000, subject to a maximum monthly income of \$40,000. Mandatory contributions to the plan vest immediately. Prior to 1 July 2019, voluntary contributions to the plan vested at the time the employees reached the retirement range, subject to certain conditions. With effect from 1 July 2019, the voluntary contributions to the plan vest on the scale based on the years of service of the employees until full vesting after completing 10 years of service, subject to certain conditions. The staff costs in respect of staff employed by Cushman & Wakefield Property Management Limited for building and property management of iSQUARE are reflected in the Group’s consolidated statement of profit or loss and other comprehensive income.

During the year, no forfeited contributions (2021: Nil) was utilised to reduce the contributions payable for the year. No unutilised forfeited contributions had yet to be applied by the Group at 31 March 2022 and 2021.

24 僱員退休福利

本集團按照香港《強制性公積金計劃條例》的規定，為根據香港《僱傭條例》聘用的僱員設立強制性公積金計劃（「強積金計劃」）。該強積金計劃是由獨立的受託人管理的界定供款退休計劃。根據強積金計劃，僱主和僱員均須按照僱員相關入息的5%向計劃作出供款；但每月的相關入息上限為30,000元。除強制性供款外，本集團並按照超出僱員相關入息30,000元的5%作出自願性供款；但以最高額每月入息40,000元為限。向計劃作出的強制性供款即時歸屬僱員福利。於二零一九年七月一日前，向計劃作出的自願性供款，在符合若干條件的情況下，於僱員年屆退休年齡範圍時方歸屬僱員福利。自二零一九年七月一日起，向計劃作出的自願性供款，在符合若干條件的情況下，根據僱員的服務年期而定的比例歸屬僱員福利，直至於服務年期達十年時方全數歸屬僱員福利。戴德梁行物業管理有限公司就國際廣場的樓宇及物業管理而聘用僱員的員工成本已在本集團的綜合損益及其他全面收入表中反映。

於本年度內，並無被沒收的供款用作減低本集團應付的供款（二零二一年：無）。於二零二二年及二零二一年三月三十一日，本集團並無可供運用的被沒收供款。

25 Company-level Statement of Financial
Position at 31 March 2022

25 於二零二二年三月三十一日在
公司層面的財務狀況表

| | | 2022 | 2021 |
|---|------------------|---------|---------|
| | Note | \$'000 | \$'000 |
| | 附註 | 千元 | 千元 |
| Non-current assets | 非流動資產 | | |
| Fixed assets | 固定資產 | | |
| — Investment properties | — 投資物業 | 298,740 | 296,310 |
| Interest in subsidiaries | 於附屬公司的權益 | 178,234 | 176,303 |
| | | 476,974 | 472,613 |
| Current assets | 流動資產 | | |
| Accounts receivable, deposits and prepayments | 應收賬款、訂金及預付款 | 1,316 | 2,322 |
| Current tax recoverable | 本期應收所得稅 | 265 | 581 |
| Cash and cash equivalents | 現金及現金等價物 | 49,107 | 55,010 |
| | | 50,688 | 57,913 |
| Current liabilities | 流動負債 | | |
| Other payables and accruals | 其他應付款及應計費用 | 6,492 | 7,595 |
| Deposits received | 已收訂金 | 2,119 | 2,882 |
| | | 8,611 | 10,477 |
| Net current assets | 流動資產淨值 | 42,077 | 47,436 |
| Total assets less current liabilities | 資產總值減流動負債 | 519,051 | 520,049 |
| Non-current liabilities | 非流動負債 | | |
| Amount due to a subsidiary | 應付附屬公司款項 | 42,824 | 37,963 |
| Deferred tax liabilities | 遞延稅項負債 | 1,323 | 1,284 |
| | | 44,147 | 39,247 |
| NET ASSETS | 資產淨值 | 474,904 | 480,802 |

25 Company-level Statement of Financial Position at 31 March 2022 (Continued)

25 於二零二二年三月三十一日在公司層面的財務狀況表(續)

| | | Note | 2022 | 2021 |
|-----------------------------|--------------|-------|----------------|---------|
| | | 附註 | \$'000 | \$'000 |
| | | | 千元 | 千元 |
| CAPITAL AND RESERVES | 資本及儲備 | 22 | | |
| Share capital | 股本 | 22(b) | 121,830 | 121,830 |
| Reserves | 儲備 | | 353,074 | 358,972 |
| TOTAL EQUITY | 權益總額 | | 474,904 | 480,802 |

Approved and authorised for issue by the Board of Directors on 29 June 2022.

董事會於二零二二年六月二十九日核准並許可發出。

Cheong Hooi Hong
Director

Cheong Kheng Lim
Director

董事
鍾輝煌

董事
鍾琮林

26 Immediate Parent and Ultimate Controlling Party

At 31 March 2022, the Directors consider the immediate parent and ultimate controlling party of the Group to be Tian Teck Investment Holding Co., Limited, which is incorporated in Hong Kong. This entity does not produce financial statements available for public use.

26 直接母公司和最終控權方

董事會認為，本集團於二零二二年三月三十一日的直接母公司及最終控權方為在香港註冊成立的天德有限公司。此公司沒有編製可供公開的財務報表。

27 Possible Impact of Amendments, New Standards and Interpretations Issued But Not Yet Effective for the Year Ended 31 March 2022

Up to the date of issue of these financial statements, the HKICPA has issued a number of amendments and a new standard which are not yet effective for the year ended 31 March 2022 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

27 已頒布但在截至二零二二年三月三十一日止年度尚未生效的修訂、新準則和詮釋的可能影響

截至本財務報表發出日期，香港會計師公會已頒布於截至二零二二年三月三十一日止年度尚未生效，亦沒有在本財務報表採用的多項修訂和一項新準則。這些準則變化包括下列可能與本集團有關的項目。

| | Effective for accounting periods beginning on or after 在以下日期或之後 開始的會計期間生效 |
|--|---|
| Amendments to HKFRS 3, <i>Reference to the conceptual framework</i> 《香港財務報告準則》第3條的修訂「參考概念框架」 | 1 January 2022 2022年1月1日 |
| Amendments to HKAS 16, <i>Property, plant and equipment: Proceeds before intended use</i> 《香港會計準則》第16條的修訂「物業、廠房及設備：作擬定用途前的所得款項」 | 1 January 2022 2022年1月1日 |
| Amendments to HKAS 37, <i>Onerous contracts — Cost of fulfilling a contract</i> 《香港會計準則》第37條的修訂「虧損性合約 — 履行合約的成本」 | 1 January 2022 2022年1月1日 |
| Annual improvements to HKFRSs 2018-2020 cycle 《香港財務報告準則》2018年至2020年週期的年度改進 | 1 January 2022 2022年1月1日 |
| Amendments to HKAS 1, <i>Classification of liabilities as current or non-current</i> 《香港會計準則》第1條的修訂「流動或非流動負債的分類」 | 1 January 2023 2023年1月1日 |
| Amendments to HKAS 1 and HKFRS Practice Statement 2, <i>Disclosure of accounting policies</i> 《香港會計準則》第1條的修訂及《香港財務報告準則》實務報告第2號的修訂「會計政策的披露」 | 1 January 2023 2023年1月1日 |
| Amendments to HKAS 8, <i>Definition of accounting estimates</i> 《香港會計準則》第8條的修訂「會計估計的定義」 | 1 January 2023 2023年1月1日 |
| Amendments to HKAS 12, <i>Deferred tax related to assets and liabilities arising from a single transaction</i> 《香港會計準則》第12條的修訂「與單一交易所產生的資產及負債有關的遞延稅項」 | 1 January 2023 2023年1月1日 |

The adoption of these amendments is unlikely to have a significant impact on the consolidated financial statements.

採納這些修訂對本綜合財務報表構成重大影響的可能性不大。

Five Year Financial Summary

五年財務概要

(Expressed in Hong Kong dollars) (以港幣列示)

Results

業績

| | | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|----------------------------|----------|----------|-----------|-------------|--------------------|
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| | | 千元 | 千元 | 千元 | 千元 | 千元 |
| Revenue | 收入 | 645,617 | 622,729 | 600,054 | 444,882 | 310,348 |
| Profit/(loss) from operations after valuation changes in investment properties | 投資物業估值變動後的經營溢利/(虧損) | 276,376 | 233,968 | (832,112) | (1,486,243) | (1,081,932) |
| Finance costs | 融資成本 | (3,140) | (4,855) | (6,532) | (3,047) | (2,981) |
| Profit/(loss) before taxation | 除稅前溢利/(虧損) | 273,236 | 229,113 | (838,644) | (1,489,290) | (1,084,913) |
| Income tax | 所得稅 | (85,463) | (81,214) | (77,834) | (50,955) | (29,397) |
| Profit/(loss) for the year | 本年度溢利/(虧損) | 187,773 | 147,899 | (916,478) | (1,540,245) | (1,114,310) |
| Attributable to: | 下列人士應佔： | | | | | |
| — Equity shareholder of the Company | — 公司權益股東 | 108,126 | 73,669 | (460,124) | (777,623) | (554,024) |
| — Non-controlling interests | — 非控股股東權益 | 79,647 | 74,230 | (456,354) | (762,622) | (560,286) |
| | | 187,773 | 147,899 | (916,478) | (1,540,245) | (1,114,310) |

Assets and Liabilities

資產及負債

| | | 2018 | 2019 | 2020 | 2021 | 2022 |
|-----------------------------------|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| | | 千元 | 千元 | 千元 | 千元 | 千元 |
| Fixed assets | 固定資產 | 14,200,817 | 13,925,053 | 12,607,693 | 10,798,767 | 9,533,549 |
| Net current assets | 流動資產淨值 | 355,882 | 363,384 | 365,760 | 257,555 | 472,534 |
| | | 14,556,699 | 14,288,437 | 12,973,453 | 11,056,322 | 10,006,083 |
| Bank loan — secured | 銀行貸款 — 有抵押 | (200,000) | (200,000) | (200,000) | — | (200,000) |
| Government lease premiums payable | 應付政府地價 | (1,857) | (1,791) | (1,722) | (1,649) | (1,572) |
| Lease liabilities | 租賃負債 | (17) | — | — | — | — |
| Deferred tax liabilities | 遞延稅項負債 | (72,190) | (80,305) | (89,368) | (97,486) | (105,980) |
| NET ASSETS | 資產淨值 | 14,282,635 | 14,006,341 | 12,682,363 | 10,957,187 | 9,698,531 |
| Share capital | 股本 | 121,830 | 121,830 | 121,830 | 121,830 | 121,830 |
| Reserves | 儲備 | 7,224,347 | 7,084,387 | 6,420,128 | 5,547,559 | 4,917,577 |
| | | 7,346,177 | 7,206,217 | 6,541,958 | 5,669,389 | 5,039,407 |
| Non-controlling interests | 非控股股東權益 | 6,936,458 | 6,800,124 | 6,140,405 | 5,287,798 | 4,659,124 |
| TOTAL EQUITY | 權益總額 | 14,282,635 | 14,006,341 | 12,682,363 | 10,957,187 | 9,698,531 |

