



FORWARD FASHION  
HOLDINGS

Forward Fashion (International) Holdings Company Limited  
尚晉(國際)控股有限公司

*(incorporated in the Cayman Islands with limited liability)*

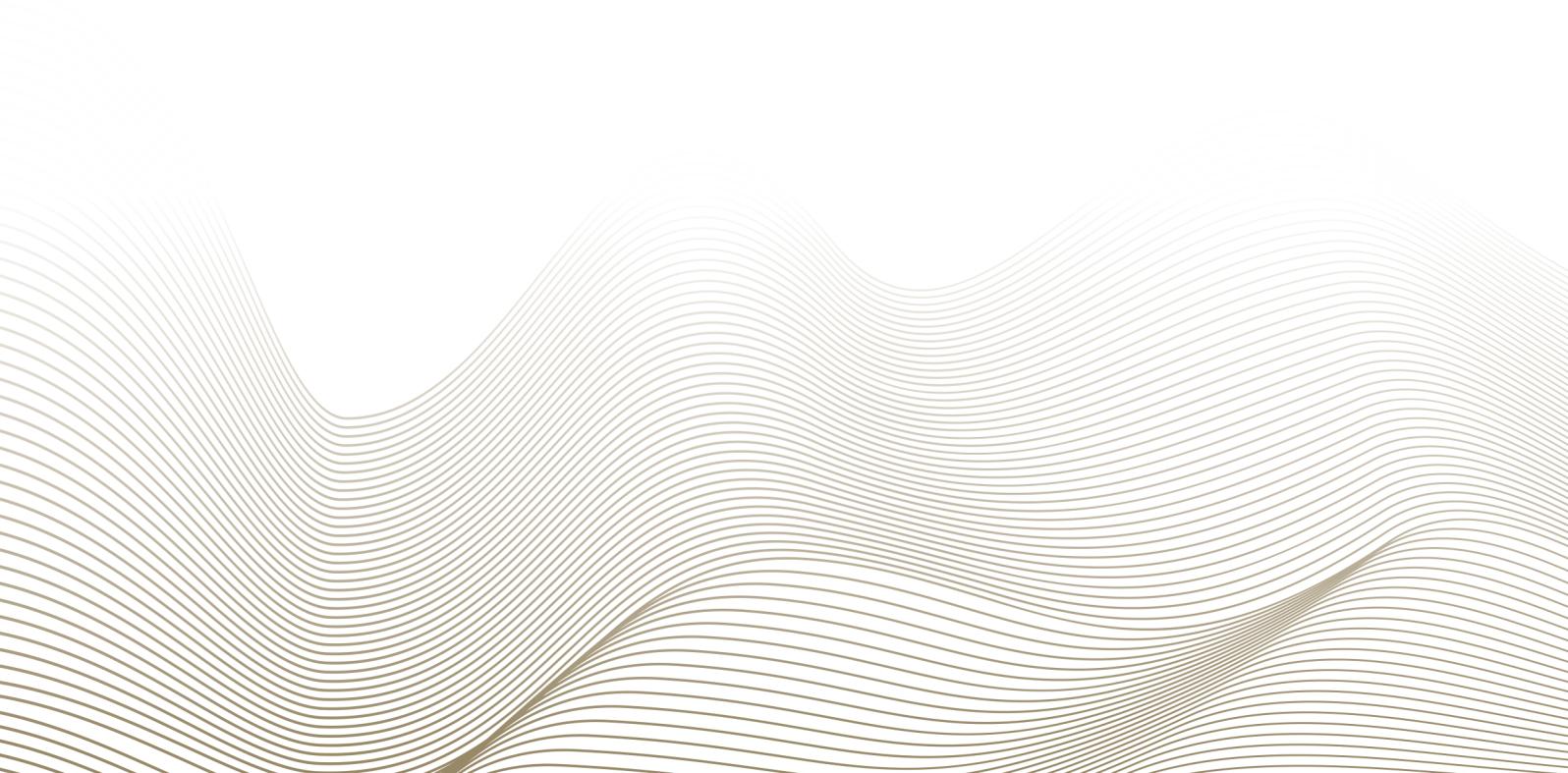
Stock Code : 2528



**ANNUAL REPORT 2021**

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## **CORPORATE INFORMATION**

### **BOARD OF DIRECTORS**

#### *Executive Directors*

Mr. Fan Wing Ting (*Chairman*)  
Ms. Chen Xingyi (*Chief Executive Officer*)  
Mr. Kevin Trantallis  
Mr. Fong Yat Ming  
Ms. Fan Tammy

#### *Independent Non-executive Directors*

Mr. Chau Kwok Keung (*resigned on 27 August 2021*)  
Mr. Yu Chun Kau  
Mr. Cheung Chun Yue, Anthony  
Mr. Ng Kam Tsun (*appointed on 19 November 2021*)

### **BOARD COMMITTEES**

#### *Audit Committee*

Mr. Chau Kwok Keung (*Chairman*)  
(*resigned on 27 August 2021*)  
Mr. Yu Chun Kau (*Chairman*)  
(*appointed as the Chairman on 19 November 2021*)  
Mr. Cheung Chun Yue, Anthony  
Mr. Ng Kam Tsun (*appointed on 19 November 2021*)

#### *Remuneration Committee*

Mr. Yu Chun Kau (*Chairman*)  
Ms. Chen Xingyi  
Mr. Cheung Chun Yue, Anthony

#### *Nomination Committee*

Mr. Fan Wing Ting (*Chairman*)  
Mr. Yu Chun Kau  
Mr. Cheung Chun Yue, Anthony

### **AUTHORISED REPRESENTATIVES**

Mr. Kevin Trantallis  
Ms. Fan Tammy

### **COMPANY SECRETARY**

Mr. Kevin Trantallis

### **AUDITOR**

PricewaterhouseCoopers  
*Certified Public Accountants*  
*Registered Public Interest Entity Auditor*  
22/F, Prince's Building  
Central, Hong Kong

### **REGISTERED OFFICE IN THE CAYMAN ISLANDS**

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

### **PRINCIPAL PLACE OF BUSINESS AND HEAD OFFICE IN HONG KONG**

Suite 1204, 12/F., Tower 6  
The Gateway, Harbour City  
Tsim Sha Tsui, Kowloon  
Hong Kong

### **HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE**

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

### **PRINCIPAL BANKERS**

The Hongkong and Shanghai Banking Corporation Limited  
Bank of China (Hong Kong) Limited  
China Merchants Bank Co., Ltd.

### **COMPLIANCE ADVISOR**

China Industrial Securities International Capital Limited  
32/F, Infinitus Plaza  
199 Des Voeux Road Central  
Hong Kong

### **COMPANY WEBSITE**

[www.forward-fashion.com](http://www.forward-fashion.com)

### **STOCK CODE**

02528

## MESSAGE FROM THE CHAIRMAN

*Dear Shareholders,*

With the onset of the COVID-19 pandemic (“**Pandemic**”), 2021 was undoubtedly another challenging year for the world and for the Group. During the year, the Group streamlined store portfolio, optimised store efficiency and achieved remarkable growth in revenue from all channels, of which, revenue from online sales achieved a significant growth. With the experience we have learned and the solid foundation we have paved in the past, the Group’s business improved substantially, with revenue amounted to HK\$1,228.3 million, representing a year-on-year increase of 38.9%. We have seen significant improvement across all segments. The Group also enhanced its profitability, with gross profit margin rising from 44.8% in 2020 to 53.0% in 2021. Basic earnings per share increased from losses per share HK\$0.33 in 2020 to HK\$0.08 in 2021.

Looking ahead, it is evident that economies worldwide are gradually recovering. With the massive implementation of the COVID-19 vaccination program, it is believed that the adverse impact of the Pandemic will diminish gradually. We will continue to implement prudent policies and pay close attention to the subsequent development of the Pandemic and adopt responsive measures accordingly. We will have more in-store promotions to stimulate sales further and implement different promotional activities depending on the actual situation and needs. In addition, the Group will continue to adopt progressive marketing strategies and continue to strengthen its sales channels which include online sales platforms so to pave the way for future expansion and market penetration once full recovery from the Pandemic is realised. Currently, retail sales of brick-and-mortar stores remain the key sales channel of the Group, including mono-brand stores and multi-brand stores. Although retail store sales are still the key sources in soliciting new customers and offline traffic is expected to resume after the Pandemic, the Group will continue to strengthen the operation of private domain to increase the customer lifecycle. In the medium to long term, the Group wishes to further increase sales proportion of all online channels, including private domain and public domain. Meanwhile, it will endeavour to enhance online and offline integration and connection, so as to lay a solid foundation for the long-term development of the Group.

The Group remains confident in its business development in the future. We will pay close attention to market developments, flexibly adjust our business strategies and seize opportunities that emerge. We will also continue to introduce high-quality fashion brands and other new projects, enrich the number and diversity of the brands under the Group. Forward Fashion will capitalise on growth prospects in the post-Pandemic era to create greater value for shareholders.

Finally, I would like to extend my deep gratitude to all members of the Board, our business partners and our colleagues for their contribution and dedicated efforts to the continuous business development of the Group.

**Mr. Fan Wing Ting**

*Chairman*

Hong Kong, 30 March 2022

## MANAGEMENT DISCUSSION AND ANALYSIS

### OVERVIEW

The Group principally engages in the retail of fashion apparel of international brands ranging from established designer label brands, popular global brands to up-and-coming brands in Mainland China, Macau, Hong Kong and Taiwan (collectively, “**Greater China**”). The Group adopts a multi-brand and multi-store business model. As at 31 December 2021, the Group operated 216 self-operated retail stores in Greater China, of which 190 retail stores are mono-brand stores operated under the brand name of the merchandise to cater for the brand’s target customers and 26 retail stores are multi-brand stores that offer a broad assortment of the Group’s selected fashion apparel and lifestyle merchandise from different international brands and the Group’s own brands. As at 31 December 2021, the Group’s brand portfolio had 124 brands, of which 121 brands were international brands owned by third-party brand owners or their master/authorised licensors and three were its own brands, namely, *UM*, *UM•IXOX* and *IXOX*.

The COVID-19 pandemic (“**Pandemic**”) has severely impacted the economy of Greater China in which the Group operates. The economy is recovering from the Pandemic gradually in 2021. The GDP growth in Mainland China increased from 2.3% in 2020 to 8.1% in 2021 and the consumer goods consumption in 2021 recorded a growth of 12.5%. The lockdown of borders between Mainland China and Hong Kong, Macau and Taiwan still adversely impacted on the number of tourists visiting these areas. The number of visitors to Macau in 2021 increased by 30.7% when compared with that for 2020 but diminished by 80.4% when compared with that for 2019. The total visitor expenditure in Macau increased by 104.8% year-over-year (“**yoy**”) but diminished by 61.8% comparing with that for 2019.

The Group experienced a growth of 38.9% yoy in revenue in 2021. Of the increase in revenue of HKD343.8 million, Macau and Mainland China recorded an increase of HKD202.9 million and HKD101.8 million, or 59.0% and 29.6% of total increase in revenue, respectively. At present, non-Macau residents are still subject to various travel restrictions and this has significantly deterred visitors from visiting Macau.

While the prolonged Pandemic will continue to create strong headwinds, by adhering to the Group’s prudent approach, the Group will continue to monitor closely the market conditions and react actively and adopt flexible strategies to maintain a stable cashflow and a healthy financial position.

### FINANCIAL REVIEW

#### *Revenue*

The Group’s revenue increased to HKD1,228.3 million for 2021 (2020: HKD884.5 million), representing a yoy 38.9% increase mainly due to the gradual economic recovery from the Pandemic in the China markets. Both mono-brand stores and multi-brand stores recorded an increase of 32.2% and 51.5% yoy, respectively while the Group’s online sales achieved a growth rate of 320.6%. Both store management and consignment services and wholesale also recorded a growth of 46.5% and 484.0% yoy, respectively. Notwithstanding the adverse consumption contraction during the Pandemic, the Group managed to increase the average sales floor area from 35,025 m<sup>2</sup> in 2020 to 36,547 m<sup>2</sup> in 2021, mainly in Mainland China with the expectation to capture the rebound of consumption upon the economic recovery. At the same time, the Group has streamlined the store portfolio by closing stores with below average performance.

## MANAGEMENT DISCUSSION AND ANALYSIS

Breakdown of revenue by sales channels:

	2021		2020		Change (%)
	HKD million	% of revenue	HKD million	% of revenue	
Retail					
Mono-brand stores	948.4	77.2	717.6	81.2	32.2
Multi-brand stores	217.7	17.7	143.7	16.2	51.5
Online sales	26.5	2.2	6.3	0.7	320.6
	<b>1,192.6</b>	<b>97.1</b>	867.6	98.1	37.5
Store management & consignment services	21.1	1.7	14.4	1.6	46.5
Wholesale	14.6	1.2	2.5	0.3	484.0
Total	<b>1,228.3</b>	<b>100.0</b>	884.5	100.0	38.9

Movement of number, floor area and same store growth rate of retail stores:

	No. of retail stores			Sales floor area (m <sup>2</sup> )			No of same stores	Same store growth (%)			
	As at 31/12/2020	Open	Close	As at 31/12/2021	As at 31/12/2020	Open			Close	As at 31/12/2021	Average
Macau	54	14	(15)	53	9,827	1,400	(1,993)	9,234	9,531	30	63.1
Mainland China	136	31	(22)	145	21,473	5,006	(3,381)	23,098	22,286	91	17.3
HK & Taiwan	19	2	(3)	18	4,860	84	(342)	4,602	4,730	4	22.0
Total/Overall	209	47	(40)	216	36,160	6,490	(5,716)	36,934	36,547	125	33.1

Revenue by geographical areas:

	2021		2020		Change (%)
	HKD million	% of revenue	HKD million	% of revenue	
Macau	585.8	47.7	382.9	43.3	53.0
Mainland China	549.5	44.7	447.7	50.6	22.7
HK & Taiwan	93.0	7.6	53.9	6.1	72.5
Total	<b>1,228.3</b>	<b>100.0</b>	884.5	100.0	38.9

## MANAGEMENT DISCUSSION AND ANALYSIS

### Macau

The revenue generated from Macau for 2021 increased to HKD585.8 million, representing a yoy increase of 53.0%. The improvement from the negative growth rate of 55.9% in 2020 was mainly attributable to the increase in the number of visitors to Macau in 2021 by 30.7% yoy while the total visitor expenditure increased by 104.8% yoy. The Group's investments in store openings at good locations coupled with proactive marketing strategies have helped to improve revenue. The Group opened 14 stores, closed 15 stores and achieved same store sales growth of 63.1%.

### Mainland China

The revenue generated from Mainland China recorded HKD549.5 million in 2021, representing a yoy increase of 22.7%. By retaining good performance stores and expanding the store network to capture the first wave of economic recovery, the number of stores increased to 145 in 2021 comparing with 136 in 2020 and achieved a same store growth rate of 17.3%. The Group opened 31 stores and closed 22 stores in 2021 with an increase in the average floor area of 3.0% yoy.

### Hong Kong and Taiwan

The revenue generated from the sales in Hong Kong and Taiwan recorded a yoy increase of 81.6% and a yoy decrease of 29.4%, respectively. The recurring Pandemic in both markets has resulted in unstable business performance and recovery lags behind other markets such as China. The Group opened 2 stores while closing 2 other stores in Hong Kong during 2021 with an increase of average floor area of 194 m<sup>2</sup>, representing 11.1% yoy growth. In Taiwan, the Group closed 1 store in 2021.

### *Gross profit*

The Group's cost of sales consisted of cost of inventory sold for the fashion apparel and lifestyle products and the cost of store management and consignment services rendered to the brand owners. The cost of sales increased to HKD577.2 million in 2021, or a yoy increase of 18.2%, primarily attributable to the increase in sales.

As such, the gross profit in 2021 increased by HKD254.8 million, or a yoy increase of 64.3%, to HKD651.1 million and the gross profit margin increased from 44.8% in 2020 to 53.0% in 2021. Among the Greater China areas, the gross profit margin of sales in the PRC in 2021 recorded an improvement of 250 basis points to 50.9% mainly due to the rebound of sales in 2021 and less discounts offered. The gross profit margins of sales in Macau, Hong Kong and Taiwan recorded an improvement of 1,480 basis points and 570 basis points respectively in 2021 resulting from the lower average discount rate offered.

### *Other income and other gains and losses, net*

The Group had other income of HKD10.8 million in 2021 mainly comprising Government grants and subsidies from franchisors on operating loss, representing a yoy decrease of 10.6%. The Group recorded net other gains of HKD17.8 million, compared with net other losses of HKD1.2 million in 2020, mainly attributable to (1) increase in net fair value gain of financial liabilities at fair value through profit or loss and gains on the derecognition of right-of-use assets and lease liabilities of HKD10.2 million; (2) decrease in net loss on disposal of property, plant and equipment and (3) reversal of provision for litigation expenses arising from lease dispute of HKD9.3 million.

## MANAGEMENT DISCUSSION AND ANALYSIS

### *Operating expenses*

Selling and marketing expenses increased to HKD495.3 million in 2021, or a 16.9% yoy increase, primarily due to a decrease in rental concession received related to the Pandemic of HKD91.2 million and an increase of employee benefit expenses of HKD41.9 million.

General and administrative expenses increased to HKD116.8 million in 2021, or a yoy increase of 26.2%, primarily due to the increase in employee benefit expenses and impairment loss on intangible assets of HKD9.8 million and HKD7.6 million, respectively.

### *Finance costs*

Net finance costs decreased to HKD20.4 million in 2021, or a yoy decrease of 17.5%. The decrease was mainly due to the lower interest expenses on lease liabilities of HKD1.0 million resulting from lower balance of lease liability and lower interest on bank borrowing of HKD3.6 million resulting from lower average balance of bank borrowings.

### *Income tax expenses*

There were income tax expenses of HKD15.5 million (2020: HKD2.5 million).

### *Profit/(loss) for the year*

The Group recorded a net profit of HKD31.6 million for 2021 comparing with a loss of HKD136.4 million in 2020 mainly attributable to the increase in revenue of HKD343.8 million.

## SEASONALITY

The Group's sales performance is subject to seasonal fluctuations and it normally generates higher revenue during winter season than summer season as winter apparel generally has a higher unit price than summer apparel. The Group records higher revenue in festive seasons such as Christmas and the month before Chinese New Year and the traditional peak season in Mainland China long holidays. Normally revenue recorded in the first half and the second half of the year are of equal weighting as they have similar festivals and holidays.

## FINANCIAL

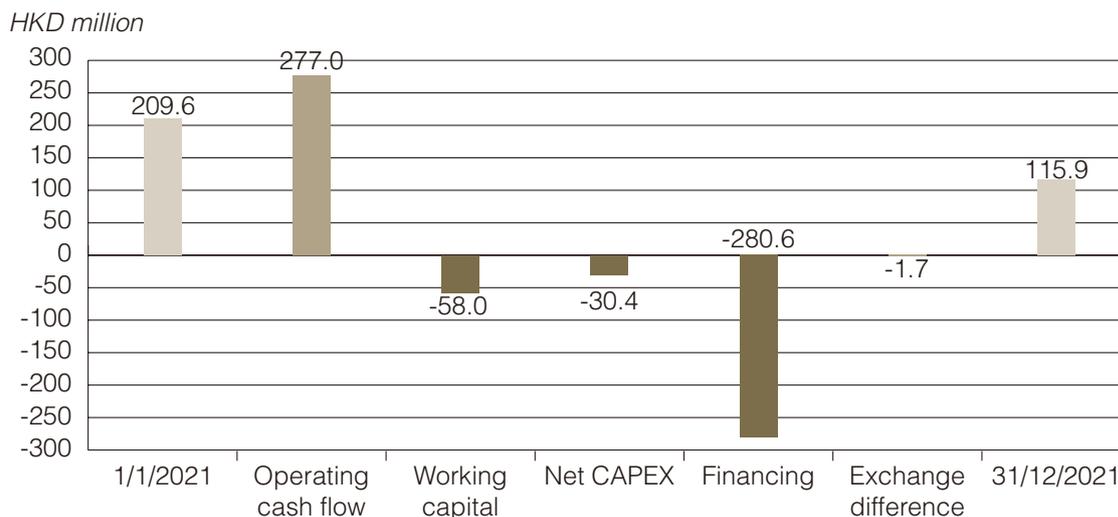
### *Working capital structure*

The Group's net current assets amounted to HKD6.0 million as at 31 December 2021, representing a decrease of HKD47.2 million from 31 December 2020. Such decrease was primarily the result of the decrease in current assets of HKD100.2 million mainly resulting from the decrease in restricted cash, term deposits and cash and cash equivalents of HKD112.5 million were partially offset by the increase in prepayment and amount due from related parties of HKD40.5 million and HKD9.7 million, respectively and offset by the decrease in current liabilities of HKD53.0 million which comprised of decrease in bank borrowing of HKD104.8 million which was partially offset by the increase in amount due to related parties of HKD129.8 million.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Liquidity and financial management

The Group strives to maintain a healthy financial position and liquidity for its normal operation, development needs and ad hoc events. As at 31 December 2021, the cash and cash equivalents were HKD115.9 million, representing a decrease of HKD93.7 million comparing with those of 31 December 2020, details are as follows:



The Group's current ratio was 1.0 times as at 31 December 2021, compared to that of 1.1 times as at 31 December 2020. The decrease in current ratio was mainly attributable to the decrease in cash and cash equivalent and other current assets which outweighed the decrease in borrowings and other current liabilities.

The gearing ratio of the Group, which is calculated as net debt divided by total capital, was 59% as at 31 December 2021 compared to that of 63% as at 31 December 2020.

### Pledge of assets

As at 31 December 2021, a building with net book value of HKD59.8 million, restricted cash of HKD26.2 million and the investment in life insurance contract of HKD33.7 million were pledged for a first mortgage, credit loans and credit facilities of bank borrowings, respectively.

## CAPITAL COMMITMENT

The Group had no material capital commitment contracted, but not provided for as at year end (2020: Nil).

## CONTINGENT LIABILITIES

As of 31 December 2020 and 2021, the Group did not have any material contingent liabilities except pending litigation for which a provision of HKD nil million and HKD2.3 million for 2021 and 2020 was made, respectively.

## MANAGEMENT DISCUSSION AND ANALYSIS

### FOREIGN EXCHANGE RISK MANAGEMENT

Merchandise purchased by the Group is mainly denominated in Euros, United States Dollars (USD) and Renminbi (RMB) whereas the retail operation is mainly exposed to RMB, Macanese pataca (MOP), New Taiwan Dollars (TWD) and Hong Kong Dollars (HKD). However, the Group did not expect foreign currency fluctuations to materially impact its operation. The Group did not hedge foreign exchange fluctuation by forward contracts. The Group managed the foreign exchange risk by reviewing its net foreign exchange exposures regularly and endeavored to shrink these exposures through reviewing the exchange rates with the suppliers, the brand owners periodically.

### OUTLOOK

The recurring waves of the Pandemic has greatly affected the businesses of the Group which, from the Directors' point of view, will continue to affect the apparel retail markets.

As disclosed in our 2019 and 2020 annual reports, the Group's business could be adversely affected by the Pandemic and/or other adverse public health developments in Greater China. Such events could severely disrupt the Group's business operations by having a negative impact on consumer sentiment, the macro-economic condition as well as the financial conditions of the stock markets.

Nevertheless, it is evident that economies worldwide are gradually recovering and while the Group will take cautious measures such as streamlining existing store portfolio to cope with any negative impact resulting from the Pandemic, the Group will continue to adopt progressive marketing strategies and continue to strengthen its sales channels which include online sales platforms so to pave the way for future expansion and market penetration once full recovery from the Pandemic is realised.

### USE OF PROCEEDS FROM THE LISTING

The shares of the Company (the "**Shares**") were listed on the The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 13 January 2020 (the "**Listing Date**") and the net proceeds from the global offering of its Shares (the "**Global Offering**") amounted to HKD140.0 million (the "**Net Proceeds**").

As of 31 December 2021, the Company has used approximately 61.6% of the proceeds from the Global Offering and the net proceeds have been utilised in line with those set out in the section headed "Future Plans and Use of Proceeds" in the prospectus of the Company dated 30 December 2019 (the "**Prospectus**").

## MANAGEMENT DISCUSSION AND ANALYSIS

The following sets forth a summary of the utilisation of the net proceeds from the Global Offering as of 31 December 2021:

	<b>Percentage to total amount</b>	<b>Planned use of the Net Proceeds</b>	<b>Utilised amount up to 31 December 2021</b>	<b>Unutilised balance as at 31 December 2021</b>	<b>Expected timeline for unutilised Net Proceeds</b>
	%	HK\$ million	HK\$ million	HK\$ million	
Expand the Group's retail stores	50.3	70.4	55.5	14.9	On or before 31 December 2022
Upgrade the Group's existing retail stores	9.2	12.9	7.9	5.0	On or before 31 December 2022
Explore new brands	24.0	33.6	9.5	24.1	On or before 31 December 2022
Set up and implement Centralised Retail Management System	10.8	15.1	6.3	8.8	On or before 31 December 2022
Strengthen the Group's online sales	5.7	8.0	7.1	0.9	On or before 31 December 2022
	<u>100.0</u>	<u>140.0</u>	<u>86.3</u>	<u>53.7</u>	

It was disclosed in the Prospectus that the net proceeds will be applied by the Group in an expected timetable ending 31 December 2021. However, as a result of the outbreak of the Pandemic and its adverse impact on the global economy which includes the apparel retail market in Greater China, the Company has proposed to adjust the estimated time of using the unutilised net proceeds by extending to on or before 31 December 2022 in order to enhance flexibility for the future development of the Group. The expected timeline for using the unutilised amount of the Net Proceeds is based on the best estimation of the business market situations made by the Board. It might be subject to changes based on the market conditions. Further announcement(s) in respect of material change in the expected timeline, if any, will be made by the Company in accordance with the requirements of the Listing Rules as and when appropriate to update its Shareholders and potential investors.

## **MANAGEMENT DISCUSSION AND ANALYSIS**

### **MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES**

There is no major acquisition or disposal in 2021.

### **EMPLOYEES AND REMUNERATION POLICIES**

The Group adopts a competitive emolument policy to attract, retain and motivate high quality individuals. Remuneration packages are reviewed regularly to reflect the market practice and employees' performance. As at 31 December 2021, the Group employed around 1,300 employees (31 December 2020: 1,273). The total staff costs for 2021 was HKD232.8 million (2020: HKD178.6 million), a yoy increase of 30.4%.

### **EVENTS AFTER THE REPORTING PERIOD**

Up to the date of this annual report, the Directors are not aware of any significant events related to the business or financial performance of the Group after the reporting period.

## **DIRECTORS AND SENIOR MANAGEMENT**

### **DIRECTORS**

#### *Executive Directors*

**Mr. Fan Wing Ting (范榮庭)**, aged 66, is the founder, Chairman, Executive Director and Controlling Shareholder of the Group. He was first appointed as a Director on 16 May 2019 and was re-designated as an Executive Director on 26 July 2019. He is also the Chairman of the Group's Nomination Committee. He is primarily responsible for the overall strategic planning and management, administration and overall direction of the Group's business operations.

Mr. Fan has served the Group for over 10 years. Mr. Fan is instrumental in the Group's business expansion and oversaw the integration of its multi-brand store strategy such as *UM*, *UM Junior* and *WF Fashion* that showcases an assortment of high-end fashion apparel and luxury lifestyle products selected from the Group's collection of international brands, designer labels and its in-house brand *UM*, *UM•IXOX* and *IXOX* apparel products. Under his leadership, the Group continues to expand its brand portfolio and retail network to increase the Group's market presence in Mainland China, Macau, Hong Kong and Taiwan.

Mr. Fan obtained an Individual Dental Practitioner Certificate of the Guangdong Province in the PRC in April 1986. He was admitted as a member of The American Chamber of Commerce in Macau in November 2017.

Mr. Fan is the father of Ms. Fan Tammy and the uncle of Mr. Fong Yat Ming.

**Ms. Chen Xingyi (陳幸儀)**, aged 45, was appointed as an Executive Director on 26 July 2019. Ms. Chen is also the Chief Executive Officer of the Group and a member of the Group's Remuneration Committee. She is responsible for the overall strategic planning, management and administration of the Group's business operations.

Ms. Chen has served the Group for over 10 years. She joined the Group in March 2005 as an operation manager and also as Mr. Fan Wing Ting's secretary at the Shenzhen office of Wide Spread (China) Limited. She was subsequently promoted as the general manager of Shouwei Trading (Shenzhen) Co., Ltd in January 2011 and was further promoted as the chief operating officer of the Group in January 2013. Since January 2016, she has been the Chief Executive Officer of the Group.

Ms. Chen obtained an associate college academic credential in Business English from the Shenzhen Polytechnic (深圳職業技術學院) in the PRC in June 1998. She obtained her Business English Certificate 1 and Business English Certificate 2 from the University of Cambridge Local Examinations Syndicate in October 1996 and in September 1997, respectively.

## **DIRECTORS AND SENIOR MANAGEMENT**

**Mr. Kevin Trantallis (陳漢榮)**, aged 47, was first appointed as a Director on 16 May 2019 and was re-designated as an Executive Director, the Chief Financial Officer and the Company Secretary of the Group on 26 July 2019. Mr. Trantallis joined the Group in April 2015 as a finance director of World First Holdings Limited (the “**World First Holdings**”). He is responsible for financial management of the Group’s business operations.

Mr. Trantallis has 20 years of experience in the fashion industry. From May 1996 to April 1999, he was employed at Barro Group Pty. Limited as an assistant accountant in Australia. From April 1999 to April 2001, he worked as a financial analyst at 7-Eleven Stores Pty. Ltd. in Australia. He also worked at Prada Asia Pacific Limited from November 2001 to September 2004, with his last position as a treasury analyst. From September 2004 to February 2011, he worked at Christian Dior Far East Limited initially as a business analyst and was subsequently promoted as a general manager (Guam & Saipan in the United States) in December 2007. From March 2011 to July 2013, he served as an executive officer to the chairman at i.t apparels Limited, a subsidiary of I.T Limited, a company previously listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) (stock code: 0999). Before joining the Group, he was the head of controlling at Hugo Boss Hong Kong Ltd. from October 2013 to October 2014.

Mr. Trantallis graduated from The University of Melbourne in Australia with a Bachelor of Commerce Degree in March 1996. He subsequently obtained a Master’s Degree of Business Administration from The University of Melbourne in Australia in June 2002. In 2007, he further completed his Master’s Degree of Arts in Fashion and Textiles (Global Fashion Management) (with credit) from The Hong Kong Polytechnic University. He was admitted as a certified practising accountant of CPA Australia in August 2001 and was admitted as an associate of the Hong Kong Institute of Certified Public Accountants (formerly known as Hong Kong Society of Accountants) in July 2004.

**Mr. Fong Yat Ming (方日明)**, aged 36, was appointed as an Executive Director on 26 July 2019. He is responsible for marketing strategy of the Group’s business operations.

Mr. Fong has served the Group for over 10 years. He joined the Group in August 2007 as an operation assistant of Macau leng Nam Limited (“**Macau leng Nam**”) and was promoted as a senior buyer and a regional manager trainee in September 2009 and in March 2010, respectively. He was further promoted as a regional manager of Macau leng Nam in March 2011. Since March 2017, he has been a regional director and acting general manager of Macau leng Nam.

Mr. Fong graduated from The University of Nottingham in the United Kingdom with a Bachelor of Arts Degree with honours in Finance, Accounting and Management in July 2007.

Mr. Fong is the nephew of Mr. Fan Wing Ting and the cousin of Ms. Fan Tammy.

## **DIRECTORS AND SENIOR MANAGEMENT**

**Ms. Fan Tammy (范麗君)**, aged 34, was appointed as an Executive Director on 26 July 2019. She is responsible for business development of the Group's business operations.

Ms. Fan has served the Group for over 10 years. She joined the Group in July 2011 as the head of strategy of World First Holdings.

Ms. Fan completed the AEM Business Management Certificate Program from the Cornell University in the United States of America in July 2009. She subsequently obtained a Bachelor of Arts in Economics Degree from the University of Southern California in the United States of America in May 2010. Ms. Fan also completed her Fall 2010 and Spring 2011 semesters in Fashion Marketing from the Parsons School of Design in the United States of America.

Ms. Fan is the daughter of Mr. Fan Wing Ting and the cousin of Mr. Fong Yat Ming.

### *Independent Non-executive Directors*

**Mr. Yu Chun Kau (余振球)**, aged 49, was appointed as an Independent Non-executive Director on 17 December 2019. He is the Chairman of the Group's Remuneration Committee and a member of Nomination Committee. On 27 August 2021, Mr. Yu was re-designated as the Chairman of the Group's Audit Committee. He is responsible for providing independent advice to the Board.

Mr. Yu has over 25 years of experience in the accounting, corporate finance, compliance and auditing. He started his career at a major international accounting firm in 1994 and then worked for various Hong Kong listed companies and multinational corporations as executive director, chief financial officer and company secretary. Mr. Yu has been an independent non-executive director of Ruifeng Power Group Company Limited, a company listed on the Main Board of the Stock Exchange (stock code: 2025) since December 2017 and an independent non-executive director of JiaChen Holding Group Limited, a company listed on the Main Board of the Stock Exchange (stock code: 1937) from December 2019 to September 2021. He is the chief financial officer of Jacobson Pharma Corporation Limited, a company listed on the Main Board of the Stock Exchange (stock code: 2633) since January 2019 and has been appointed as the Company Secretary since April 2021.

Mr. Yu graduated from The Chinese University of Hong Kong with a Bachelor of Business Administration Degree with first class honour in December 1994. In June 2005, he also obtained a Master of Corporate Governance Degree from The Open University of Hong Kong. Mr. Yu was admitted as a fellow member of The Association of Chartered Certified Accountants in November 2002. He was admitted as a fellow member and registered as a Certified Public Accountant (Practising) of the Hong Kong Institute of Certified Public Accountants (formerly known as Hong Kong Society of Accountants) in July 2005 and in October 2002, respectively. In March 2007, he was admitted as a senior international finance manager of the International Financial Management Association. In April 2015, he was also admitted as a fellow member of The Institute of Chartered Accountants in England and Wales. In September 2016, he was admitted as both a fellow member of The Hong Kong Chartered Governance Institute (formerly known as The Hong Kong Institute of Chartered Secretaries) and as a fellow member of The Chartered Governance Institute.

## DIRECTORS AND SENIOR MANAGEMENT

**Mr. Cheung Chun Yue, Anthony (張振宇)**, aged 39, was appointed as an Independent Non-executive Director on 17 December 2019. He is a member of the Group's Audit Committee, Remuneration Committee and Nomination Committee. He is responsible for providing independent advice to the Board.

Mr. Cheung has over 15 years of experience in the finance and asset management industry and had served in renowned institutions, including BNP Paribas, Pictet Asset Management and Gartmore Investment Management.

Mr. Cheung has served as an independent non-executive director of IPE Group Limited, a company listed on the Main Board of the Stock Exchange (stock code: 0929) since June 2017 and was appointed as the managing director in ESG of PAG Polymer Capital Management (HK) Limited since April 2021. Mr. Cheung has served as an independent non-executive director of China Shineway Pharmaceutical Group Limited, a company listed on the Main Board of the Stock Exchange (stock code: 2877) from January 2019 to October 2021. He is currently an Executive Council Member of The Hong Kong Independent Non-Executive Director Association.

Mr. Cheung graduated from the London School of Economics and Political Science, University of London with a Bachelor of Science in Economics Degree in July 2004 and completed a Postgraduate Certificate in Sustainable Business at the University of Cambridge Institute of Sustainability Leadership (CISL) in June 2020. He also obtained his Diploma in Company Direction from the Hong Kong Institute of Directors (HKIoD) in March 2017 and a Certified European Environmental, Social and Governance Analyst Diploma from the European Federation of Financial Analysts Societies (EFFAS) in March 2018. In September 2019, Mr. Cheung was admitted as a fellow of CPA Australia. He currently serves at the HKIoD as the deputy chairman of the Training Committee. He is also a member of the Board of Governors at Friends of the Earth (HK).

**Mr. Ng Kam Tsun (伍鑑津)**, aged 48, was appointed as an Independent Non-executive Director and a member of the Group's Audit Committee on 19 November 2021. Mr. Ng has over 25 years of experience in finance and accounting. He has served in various listed companies in Hong Kong and was responsible for financial management, corporate financing, mergers and acquisitions, investor relations management and corporate governance, through which he accumulated extensive experience. Mr. Ng currently is an independent non-executive director, the chairman of the audit committee, the chairman of the remuneration committee and a member of the nomination committee of Hao Bai International (Cayman) Limited, a company listed on the GEM of the Stock Exchange (stock code: 8431) since September 2021. Mr. Ng was appointed as (i) the chief financial officer, the company secretary and the authorised representative of Fulum Group Holdings Limited, a company listed on the Main Board of the Stock Exchange (stock code: 1443) from September 2015 to December 2021; and (ii) an independent non-executive director, the chairman of the audit committee, a member of the remuneration committee and a member of the nomination committee of Wan Leader International Limited, a company listed on the GEM of the Stock Exchange (stock code: 8482) during the period from August 2018 to June 2021.

Mr. Ng became a member of CPA Australia and The Hong Kong Institute of Certified Public Accountants (HKICPA) since July 2002 and December 2002, respectively. Furthermore, he was admitted as a fellow member of CPA Australia and the HKICPA in December 2010 and September 2009, respectively. Mr. Ng graduated from the Monash University in Australia with a Bachelor of Business in January 2003. He subsequently obtained a Master of Management Degree from the Shanghai University of Finance and Economics in March 2006. In November 2014, Mr. Ng further completed his Master of Laws Degree from The Chinese University of Hong Kong.

## **DIRECTORS AND SENIOR MANAGEMENT**

### **SENIOR MANAGEMENT**

**Ms. Fung Sze Nga, Dorothy (馮詩雅)**, aged 43, joined the Group in August 2017 as a Junior Human Resources Director. She is primarily responsible for the human resources and administrative operations of the Group.

Ms. Fung has over 15 years of experience in the human resources field in the apparel industry. From June 2000 to July 2006, she was employed at Giordano Limited, where she initially worked as a trainee and was subsequently promoted as a human resources officer. From July 2006 to February 2008, she worked at Swire Resources Limited, where she initially worked as a human resources officer and was subsequently promoted as a senior human resources officer. Before joining the Group, she worked at i.t apparels Limited, a subsidiary of I.T Limited, a company previously listed on the Main Board of the Stock Exchange (stock code: 0999) with her last position as a senior human resources manager from February 2008 to July 2017.

Ms. Fung graduated from The Hong Kong University of Science and Technology with a Bachelor of Business Administration Degree in Marketing in November 2000. She subsequently obtained a Diploma in Legal Studies from The University of Hong Kong, School of Professional and Continuing Education in September 2005. In November 2011, she further obtained a Master of Strategic Human Resources Management Degree from Hong Kong Baptist University.

**Mr. Choi Chin Chung (蔡展忠)**, aged 47, joined the Group in March 2016 as a senior IT manager. He is primarily responsible for the IT operations of the Group.

Mr. Choi has over 20 years of experience in various IT roles with regional exposure within Asia Pacific. From June 1997 to October 1998, he was employed at Christian Dior Far East Limited, with his last position as an EDP assistant. From October 1998 to January 1999, he worked as an IT support specialist at Bluebell (Asia) Limited. From February 1999 to June 2000, he worked at Louis Vuitton Pacific Limited, with his last position as an IT support specialist. From June 2000 to January 2001, he worked as a consultant at Delirium (HK) Limited.

From February 2001 to November 2001, Mr. Choi worked as a project consultant at Raymark Asia Limited. From September 2002 to May 2005, he worked as an ITM officer at Mercedes-Benz China Limited. From May 2005 to December 2011, he re-joined Christian Dior Far East Limited as an assistant ITM manager. From March 2012 to December 2013, he worked at J. Choo Limited in the United Kingdom as a project manager. Before joining the Group, he served as a business operations manager (Asia) at J.Choo (Asia) Limited from January 2014 to November 2015.

Mr. Choi graduated from The City University of Hong Kong with a Bachelor of Engineering (honours) Degree in Computer Engineering in December 1996. He has been certified as a Project Management Professional (PMP) by Project Management Institute since September 2005 and passed the Information Technology Infrastructure Library (ITIL) Version 3 Foundation Examination in March 2010.

## **CORPORATE GOVERNANCE REPORT**

The Company is committed to maintain good corporate governance standard and procedures to ensure the integrity, transparency and quality of disclosure.

### **CORPORATE GOVERNANCE CODE**

The Directors recognise the importance of incorporating elements of good corporate governance in the management structures and internal control procedures of the Company so as to achieve effective accountability.

The Company has adopted the code provisions of the Corporate Governance Code and Corporate Governance Report (the “**CG Code**”) as set out in Appendix 14 to the Listing Rules issued by Stock Exchange.

The Company had complied with the code provisions in the CG Code for the year ended 31 December 2021. The Company is committed to the objective that the Board should include a balanced composition of Executive Directors and Independent Non-executive Directors so that there is a strong independent element on the Board which can effectively exercise independent judgement.

### **MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS**

The Company has adopted a code of conduct regarding securities transactions by the Directors on terms no less exacting than the required standard of dealings as set out in the Model Code for Securities Transactions by Directors of Listed Issuers in Appendix 10 of the Listing Rules. The Company, having made specific enquiry of all the Directors, is not aware of any non-compliance with the required standard of dealings and its code of conduct regarding securities transactions by the Directors during the year ended 31 December 2021.

### **DIRECTORS’ INTERESTS IN CONTRACTS OF SIGNIFICANCE**

Save as disclosed in Note 38 of the Notes to the Consolidated Financial Statements, no contract of significance, to which the Company or any of its subsidiaries was a party and in which a Director of the Company had a material interest, whether directly or indirectly, subsisted as at 31 December 2021 or at any time during the year ended 31 December 2021.

### **COMPETING INTEREST**

For the year ended 31 December 2021, the Directors are not aware of any business or interest of the Directors, the Controlling Shareholders, the management, the shareholders and their respective associates (as defined under the Listing Rules) that compete or may compete with the business of the Group and any other conflict of interest.

### **BOARD OF DIRECTORS**

The Board is responsible for the leadership and control of the Company and is responsible for setting up the overall strategy as well as reviewing the operation and financial performance of the Group. The Board reserved for its decision or consideration matters covering overall Group strategy, annual budgets, annual and interim results, recommendations on Directors’ appointment or re-appointment, approval of major capital transactions and other significant operational and financial matters.

## **CORPORATE GOVERNANCE REPORT**

The management was delegated the authority and responsibility by the Board for the daily management of the Group. In addition, the Board has also delegated various responsibilities to the Board committees. Further details of these committees are set out in this annual report.

The Board currently consists of eight Directors who include five Executive Directors and three Independent Non-executive Directors. The biographical information of the Directors is set out under the section headed “Directors and Senior Management” in this annual report.

### *Confirmation of Independence of Independent Non-Executive Directors*

The Company has received a confirmation of independence from each of the Independent Non-executive Directors pursuant to Rule 3.13 of the Listing Rules. The Board has assessed their independence and concluded that all the Independent Non-executive Directors are considered to be independent pursuant to the Listing Rules.

### *Chairman and Chief Executive Officer*

The roles of the Chairman and the Chief Executive Officer of the Company are held separately by two individuals to ensure their respective independence, accountability and responsibility. Mr. Fan Wing Ting is the Chairman of the Board and Ms. Chen Xingyi is the Chief Executive Officer of the Company. Mr. Fan Wing Ting is in charge of the management of the Board and strategic planning of the Group. Ms. Chen Xingyi is responsible for the overall business operation and formulating business plans. The Company considered that the division of responsibilities between the Chairman and Chief Executive Officer is clearly established.

### *Non-executive Director and Independent Non-executive Directors*

The Independent Non-executive Directors are appointed for a specific term and they are also subject to the retirement by rotation at least once every three years in accordance with the articles of association of the Company (the “**Articles of Association**”).

The three Independent Non-executive Directors are persons of high caliber, with academic and professional qualifications in the fields of accounting, finance and asset management. With their experience gained from various sectors, they provide strong support towards the effective discharge of the duties and responsibilities of the Board.

### *Directors’ Continuous Professional Development*

All Directors participate in continuous professional development to develop and refresh their knowledge and skills. This is to ensure that their contribution to the Board remains sound and advances. Directors provide their records of training to the Company from time to time. During the year, all Directors had read materials updating new practices, rules and regulations to keep themselves updated on the roles, functions and duties of a listed company director.

### *Board Diversity Policy*

The Board adopted a Board Diversity Policy on 17 December 2019 which sets out the approach to achieve diversity on the Board (the “**Board Diversity Policy**”). The Company believes that it will help strengthening the business development of the Company and enhance the effectiveness and performance of the Board. The Company seeks to achieve Board diversity through the consideration of a number of factors, which include but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service.

## CORPORATE GOVERNANCE REPORT

The Board has delegated certain duties under the Board Diversity Policy to the Nomination Committee. The Nomination Committee will review this Board Diversity Policy periodically, to ensure the effectiveness of this Policy. It will also submit recommendations to this Board for consideration and approval revisions to the Policy whenever necessary.

### *Board Meetings*

The Board holds board meetings regularly at least four times a year at approximately quarterly intervals. Notices of not less than fourteen days will be given for all regular board meetings to provide all the Directors with an opportunity to attend and propose matters to be discussed in the meeting agenda. The Board held a meeting on 30 March 2022 and, amongst other matters, considered and approved the 2021 Consolidated Financial Statements and Independent Auditor's Report.

The attendance record of each Director at the Board meeting and Board Committee meetings of the Company held during the year ended 31 December 2021 and up to the date of this annual report is set out in the table below:

<b>Name of Directors</b>	<b>Number of attendance</b>
<i>Executive Directors</i>	
Mr. Fan Wing Ting ( <i>Chairman</i> )	4/5
Ms. Chen Xingyi ( <i>Chief Executive Officer</i> )	3/5
Mr. Kevin Trantallis	5/5
Mr. Fong Yat Ming	5/5
Ms. Fan Tammy	5/5
<i>Independent Non-executive Directors</i>	
Mr. Chau Kwok Keung ( <i>resigned on 27 August 2021</i> )	3/3
Mr. Yu Chun Kau	5/5
Mr. Cheung Chun Yue, Anthony	5/5
Mr. Ng Kam Tsun ( <i>appointed on 19 November 2021</i> )	2/2

### *General Meetings*

One general meeting has been held in 2021.

## BOARD COMMITTEES

The Board has established three committees, namely, the Audit Committee, the Remuneration Committee and the Nomination Committee to oversee particular aspects of the Company's affairs. All Board committees are established with defined written terms of reference. The terms of reference of the Board committees are posted on the website of the Company ([www.forward-fashion.com](http://www.forward-fashion.com)) and the website of the Stock Exchange ([www.hkexnews.hk](http://www.hkexnews.hk)) and are available to the Shareholders upon request.

### *Audit Committee*

The Audit Committee operates under the terms of reference approved by the Board. It is the Board's responsibility to ensure that an effective internal control and risk management framework exists within the entity. This includes internal controls, risk management to deal with both the effectiveness and efficiency of significant business processes, safeguarding of assets, maintenance of proper accounting records, and reliability of financial information as well as non-financial considerations such as the benchmarking of operational key performance indicators.

## CORPORATE GOVERNANCE REPORT

The Board has delegated to the Audit Committee the responsibility for the establishment and the maintenance of a framework of internal controls, risk management and ethical standards for the Group's management. The Audit Committee currently comprises three Independent Non-executive Directors, namely Mr. Chau Kwok Keung (Chairman), Mr. Yu Chun Kau, Mr. Cheung Chun Yue, Anthony and Mr. Ng Kam Tsun (appointed on 19 November 2021) and Mr. Yu Chun Kau (appointed on 19 November 2021) is the chairman of the Audit Committee. The Audit Committee has reviewed the annual results of the Group for the year ended 31 December 2021.

During the year ended 31 December 2021, three Audit Committee meetings were held. The attendance record of each member of the Audit Committee is set out in the table below:

<b>Members of the Audit Committee</b>	<b>Number of attendance</b>
Mr. Chau Kwok Keung ( <i>Chairman</i> ) ( <i>resigned on 27 August 2021</i> )	2/2
Mr. Yu Chun Kau ( <i>Chairman</i> ) ( <i>appointed as the Chairman on 19 November 2021</i> )	3/3
Mr. Cheung Chun Yue, Anthony	2/3
Mr. Ng Kam Tsun ( <i>appointed on 19 November 2021</i> )	1/1

### *Remuneration Committee*

The primary duties of the Remuneration Committee are to (i) develop and review the policies and the structure of the remuneration for the Directors and senior management; (ii) evaluate the performance of, and make recommendations on the remuneration packages and long-term incentive compensation or equity plans for, the Directors and senior management; and (iii) evaluate and make recommendations on employee benefit arrangements.

During the year ended 31 December 2021, one Remuneration Committee meeting was held. The attendance record of each member of the Remuneration Committee is set out in the table below:

<b>Members of the Remuneration Committee</b>	<b>Number of attendance</b>
Mr. Yu Chun Kau ( <i>Chairman</i> )	1/1
Ms. Chen Xingyi	1/1
Mr. Cheung Chun Yue, Anthony	1/1

### *Nomination Committee*

The primary functions of the Nomination Committee are to make recommendations to the Board in relation to the appointment and removal of Directors and senior management and on matters of succession planning. In assessing the Board composition, the Nomination Committee will take into account various aspects set out in the Board Diversity Policy, including but not limited to professional qualifications, regional and industry experience, educational and cultural background, skills, industry knowledge, reputation and gender. The Nomination Committee will discuss and agree on measurable objectives for achieving diversity on the Board, where necessary, and recommend them to the Board for consideration and adoption.

In identifying and selecting suitable candidates for directorships, the Nomination Committee will consider the candidate's character, qualifications, experience, independence and other relevant criteria necessary to complement the corporate strategy and achieve Board diversity, where appropriate, before making recommendation to the Board.

## CORPORATE GOVERNANCE REPORT

During the year ended 31 December 2021, two Nomination Committee meetings were held. The attendance record of each member of the Nomination Committee is set out in the table below:

Members of the Nomination Committee	Number of attendance
Mr. Fan Wing Ting ( <i>Chairman</i> )	2/2
Mr. Yu Chun Kau	2/2
Mr. Cheung Chun Yue, Anthony	2/2

### *Nomination Policy*

The Board has on 31 March 2021 adopted a Nomination Policy in accordance with the CG Code, which sets out the procedure for the election, appointment and re-appointment of Directors (the “**Nomination Policy**”). The Nomination Policy specifies certain selection criteria and the Board succession planning consideration.

The Nomination Policy is reproduced as follows.

1. In carrying out its duties, the Nomination Committee shall give adequate consideration to the following principles:
  - (a) in relation to Board composition – the Board should have a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company’s business. It should include a balanced composition of Executive and Independent Non-executive Directors so that there is a strong independent element on the Board and independent judgment can be effectively exercised. Independent Non-executive Directors should be of sufficient calibre and number for their views to carry weight; and
  - (b) in relation to appointment, re-election and removal of Directors – there should be a formal, considered and transparent procedure for selection, appointment and reappointment of Directors, as well as plans in place for orderly succession for appointments (if considered necessary). It should ensure that changes to the Board composition can be managed without undue disruption. All Directors should be subject to reelection at regular intervals in accordance with the Articles of Association.
2. The criteria to be applied in considering whether a candidate is qualified shall be his/her ability to devote sufficient time and attention to the affairs of the Company and contribute to the diversity of the Board (which includes but not limited to diversity in gender, age, experience, cultural and educational background, expertise, skills and know-how) as well as the effective carrying out by the Board of the responsibilities which, in particular, are set out as follows:
  - (a) participating in Board meetings to bring an independent judgment to bear on issues of strategy, policy, performance, accountability, resources, key appointments and standards of conducts;
  - (b) taking the lead where potential conflicts of interests arise as Independent Non-executive Directors;
  - (c) serving on the Audit, Remuneration, Nomination and other governance committees, if invited;

## **CORPORATE GOVERNANCE REPORT**

- (d) giving the Board and any committees on which he/she serves the benefit of his/her skills, expertise, varied backgrounds and qualifications through attendance and participation;
- (e) monitoring or scrutinising the Company's performance in achieving agreed corporate goals and objectives;
- (f) conforming to any requirement, direction and regulation that may from time to time be prescribed by the Board or contained in the constitutional documents of the Company or imposed by legislation or the Listing Rules, where appropriate; and
- (g) if the candidate is proposed to be appointed as an Independent Non-executive Director, his/her independence shall be assessed in accordance with, among other things, the factors as set out in Rule 3.13 of the Listing Rules, subject to any amendments as may be made by the Stock Exchange from time to time.

### *Director Nomination Procedure*

Subject to the provisions of the Articles of Association and the Listing Rules, if the Board determines that an additional or replacement Director is required, the Nomination Committee will deploy multiple channels for identifying suitable candidates, including referral from Directors, the Shareholders, management, advisors of the Company and external executive search firms.

Where a retiring Director, being eligible, offers himself/herself for re-election, the Nomination Committee will consider and, if appropriate, recommend such retiring Director to stand for re-election at a general meeting. A circular containing the requisite information on such retiring Director will be sent to the Shareholders prior to a general meeting in accordance with the Listing Rules.

Shareholders of the Company may nominate a person to stand for election as a Director at a general meeting in accordance with the Articles of Association and applicable laws and regulations. The procedures for such proposal are stated on page 26 of this annual report.

The Board will from time to time review the Nomination Policy and monitor its implementation to ensure its continued effectiveness and compliance with regulatory requirements and good corporate governance practices.

### **DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS**

The Directors acknowledge their responsibility for preparing the financial statements of the Company for the year ended 31 December 2021. The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern. The statement of the Independent Auditor of the Company about their reporting responsibilities on the financial statements is set out in the Independent Auditor's Report on pages 48 to 54 of this annual report.

## CORPORATE GOVERNANCE REPORT

### DIVIDEND POLICY

The Company has adopted a dividend policy which stated that in recommending or declaring dividends, the Company shall maintain adequate cash reserves for meeting its working capital requirements and future growth as well as its shareholder's value. The Board may determine and pay to the Shareholders such interim and special dividends as it considers appropriate and recommend the payment of final dividends which are required to be approved by the Shareholders of the Company in general meetings.

In determining/recommending the frequency, amount and form of any dividend in any financial year/period, the Board shall consider the following factors:

- the actual and expected financial performance of the Group;
- economic conditions and other internal or external factors that may have an impact on the business or financial performance and position of the Group;
- the Group's business strategies and operations, including future cash commitments and investment needs to sustain the long-term growth aspect of the business;
- the current and future liquidity position and capital requirements of the Group; and
- any other factors that the Board deems appropriate.

The Company does not have any pre-determined dividend payout ratio.

### AUDITOR'S REMUNERATION

An analysis of the remuneration paid or payable to the external auditor of the Company, PricewaterhouseCoopers, in respect of audit and non-audit services provided to the Group for the year ended 31 December 2021 is set out below:

<b>Services rendered</b>	<b>Service Category Fees Paid/Payable</b> HKD'000
Audit service	2,318

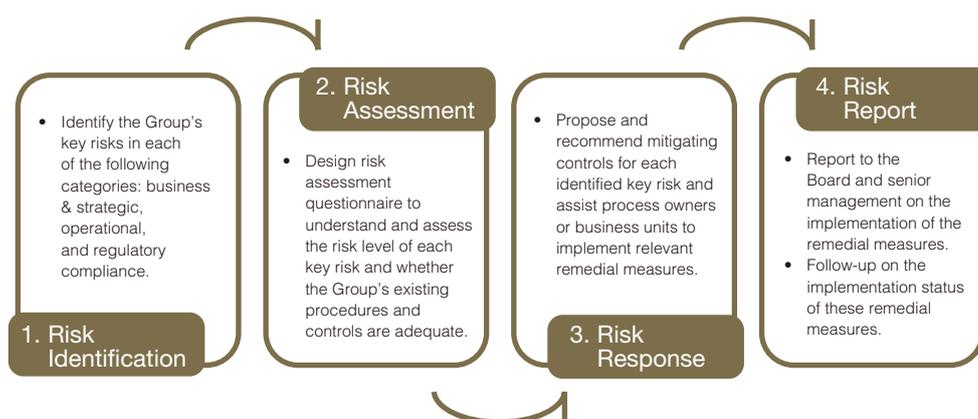
The non-audit services mainly include professional services on consultation services on employee stock ownership plans.

## CORPORATE GOVERNANCE REPORT

### RISK MANAGEMENT AND INTERNAL CONTROL

A sound and effective system of risk management and internal control is designed to achieve the Group's strategic objectives and safeguard shareholder investments and the Group's assets. Such system is designed to manage rather than eliminate the risk of failure to achieve strategic objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board acknowledges its responsibility to establish, maintain, and review the effectiveness of the Group's risk management and internal control systems, where management is responsible for the design and implementation of the risk management and internal control systems to manage risk. With the support from the Audit Committee, the Board monitors the Group's risk exposures, oversees the actions of management and monitors the overall effectiveness of the risk management and internal control systems on an ongoing basis. Management is responsible for setting the appropriate tone from the top, performing risk assessments, and owning the design, implementation and maintenance of internal control. Policies and procedures form the basis and set forth the control standards required for functioning of the Group's business entities. These policies and procedures covered various aspects, including operations, finance & accounting, human resources, regulatory & compliance, delegation of authority, etc.



An annual enterprise-wide risk assessment has been performed to evaluate the nature and extent of the risks to which the Group is willing to take in achieving its strategic objectives. During the risk assessment process, the Group has identified a number of key risks that may impact the Group's strategic objectives in responding to the changes in the business and external environment. These risks are prioritised according to the likelihood of their occurrence and the significance of their impact on the business of the Group.

### INTERNAL AUDIT

The Group has engaged Internal Audit Function which reports to the Audit Committee. The Internal Audit Function is independent from operation management in performing internal audit reviews. Audits are conducted according to the internal audit plan approved by the Audit Committee to review the Group's major operational, financial, compliance and risk management controls. During the process of the internal audits, the Internal Audit Function will identify internal control deficiencies and weaknesses and propose recommendations for improvements. Internal audit findings and control deficiencies will be communicated to Internal Audit Function and the management, who are responsible for ensuring that the deficiencies are rectified within a reasonable period. A follow-up review will also be performed to ensure the remedial actions are implemented.

## **CORPORATE GOVERNANCE REPORT**

### **REVIEW OF RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS**

The Board is responsible for maintaining an adequate risk management and internal control systems to safeguard shareholder investments and the Group assets. For the year ended 31 December 2021, the Board along with the Audit Committee has conducted a comprehensive review of the Company's risk management and internal control systems. The review has covered the fiscal year of 2021 and all material controls, including operational, financial and compliance controls, and considered the changes in the nature and extent of significant risks as well as the Company's ability to respond to changes in its business and the external environment. The Board considers that the Company has complied with the risk management and internal control provisions of the CG Code, and considers such systems are effective and sufficient. The Board has also reviewed the resources of accounting, internal audit and financial reporting functions, staff qualifications and experience, training programs and related budgets, as well as procedures relating to financial reporting and compliance with the Listing Rules, and considered them effective and sufficient.

### **INSIDE INFORMATION**

The Group is aware of its obligation under relevant sections of the Securities and Futures Ordinance and Listing Rules regarding disclosure of inside information/price sensitive information. The Company has implemented procedures and internal controls for the handling and dissemination of inside information, including:

- having procedures to preserve the confidentiality of price-sensitive and/or inside information relating to the Group;
- communicating such procedures to all Directors, senior management and relevant employees who are likely to have access to inside information, and reminding them from time to time that they are required to comply with such procedures; and
- conducting its affairs with close regard to the disclosure requirements under the Listing Rules and the related guidance.

### **COMPANY SECRETARY**

Mr. Kevin Trantallis, who is the Company Secretary of the Company, reports directly to the Board and is responsible for, inter alia, providing updated and timely information to all Directors from time to time. During the year ended 31 December 2021, he has undertaken not less than 15 hours of relevant professional training in accordance with Rule 3.29 of the Listing Rules.

### **COMMUNICATION WITH SHAREHOLDERS AND INVESTORS/INVESTOR RELATIONS**

The Company considers that effective communication with the Shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with the Shareholders and in particular, through annual general meetings and other extraordinary general meetings.

## **CORPORATE GOVERNANCE REPORT**

The general meetings of the Company provide an opportunity for communication between the Shareholders and the Board. An annual general meeting of the Company will be held in each year and at the place as may be determined by the Board. Each general meeting, other than an annual general meeting, shall be called an extraordinary general meeting.

The website of the Company ([www.forward-fashion.com](http://www.forward-fashion.com)) provides comprehensive and accessible news and information of the company to the Shareholders, other stakeholders and investors. The Company will also update the website information from time to time to inform the shareholders and investors of the latest development of the Company.

### **SHAREHOLDERS' RIGHTS**

To safeguard Shareholders' interests and rights, separate resolutions should be proposed for each substantially separate issue at general meetings, including the election of individual Directors. All resolutions put forward at general meetings will be voted on by poll pursuant to the Listing Rules and the poll results will be posted on the website of the Company and the website of the Stock Exchange after each general meeting.

#### *Convening an Extraordinary General Meeting*

Pursuant to article 58 of the Articles of Association, any one or more Shareholders holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the Company Secretary of the Company, to require an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit the Board shall fail to proceed to convene such meeting the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

#### *Putting Forward Proposals at General Meetings*

There are no provisions in the Articles of Association or Companies Law of the Cayman Islands for the Shareholders to move new resolutions at general meetings. Shareholders who wish to move a resolution may request the Company to convene a general meeting in accordance with the procedures set out in the preceding paragraph.

#### *Putting Forward Enquiries to the Board*

For putting forward any enquiries to the Board, the Shareholders may send written enquiries to the Company.

## **CORPORATE GOVERNANCE REPORT**

### *Contact Details*

Shareholders may send their enquiries or requests as mentioned above to the following:

Address: Suite 1204, 12/F., Tower 6, The Gateway, Harbour City, Tsim Sha Tsui, Kowloon, Hong Kong. (For the attention of the Board of Directors)

Email: [ir@forward-fashion.com](mailto:ir@forward-fashion.com)

For the avoidance of doubt, the Shareholder(s) must deposit and send the original duly signed written requisition, notice or statement, or enquiry (as the case may be) to the above address and provide their full name, contact details and identification in order to give effect thereto. Shareholders' information may be disclosed as required by law.

### **CONSTITUTIONAL DOCUMENTS**

During the year, there have been no changes to the constitutional documents of the Company.

## REPORT OF THE DIRECTORS

The directors of the Company (the “**Directors**”) are pleased to present their report together with the audited consolidated financial statements of the Group for the year ended 31 December 2021.

### PRINCIPAL ACTIVITIES

The Company is an investment holding company and its subsidiaries (together the “**Group**”) are principally engaged in the retail of fashion apparel of international brands ranging from established designer label brands, popular global brands to up-and-coming brands through our multi-brand and multi-store business model in Mainland China, Macau, Hong Kong and Taiwan. Particulars of the principal subsidiaries of the Company are set out in Note 42 to the consolidated financial statements respectively.

An analysis of the Group’s performance for the year by geographical segment is set out in Note 5 to the consolidated financial statements.

### FINANCIAL RESULTS

The results of the Group for the year ended 31 December 2021 are set out in the consolidated statements of profit or loss and the consolidated statements of comprehensive income on pages 55 to 56.

### DIVIDEND

The board of the Company (the “**Board**”) does not recommend the declaration of a final dividend for the year ended 31 December 2021 (2021 interim dividend (in lieu of a final dividend): Nil).

### ANNUAL GENERAL MEETING

The annual general meeting of the Company is scheduled to be held on Wednesday, 1 June 2022.

### CLOSURE OF REGISTER OF MEMBERS

For determining the entitlement to attend and vote at the forthcoming annual general meeting, the register of members of the Company will be closed from Thursday, 26 May 2022 to Wednesday, 1 June 2022 (both days inclusive), during which period no transfer of shares of the Company will be registered. In order to be eligible to attend and vote at the annual general meeting, all transfer forms accompanied by relevant share certificates must be lodged with Tricor Investor Services Limited at Level 54, Hopewell Centre, 183 Queen’s Road East, Hong Kong for registration not later than 4:30 p.m. on Wednesday, 25 May 2022.

### BUSINESS REVIEW

A review of the business of the Group during the year and a discussion on the Group’s future business development are set out in the section headed “Message from the Chairman” as well as the section headed “Management Discussion and Analysis” of this annual report respectively. Discussions on the Group’s relationships with its key stakeholders are also set out in the section headed “Message from the Chairman” of this annual report.

### COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS

As far as the Board and management are aware, the Group has complied in material respects with the applicable laws and regulations that have a significant impact on the business and operation of the Group. During the year, there is no material breach of or non-compliance with the applicable laws and regulations by the Group.

## REPORT OF THE DIRECTORS

### ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is committed to building an environmentally-friendly corporation that pays close attention to conserving natural resources. The Group strives to minimise its adverse environmental impact by saving electricity and encouraging recycle of office supplies and other materials.

The environment, social and governance report of the Company for the year ended 31 December 2021 containing the information required under Appendix 27 to the Rules Governing the Listing of Securities (the “**Listing Rules**”) will be published on the website of the Company and the website of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) in accordance with the provisions of the Listing Rules.

### FINANCIAL SUMMARY

A summary of the published results and of the assets and liabilities of the Group for the past five years ended 31 December 2021 are set out on page 142 of this annual report.

### SHARE CAPITAL

Details of the movements in the share capital of the Company are set out in Note 27 to the consolidated financial statements.

### RESERVES

Details of the movements in the reserves of the Group and the Company during the year are set out in the consolidated statement of changes in equity, Note 28 and Note 41 to the consolidated financial statements.

### DISTRIBUTABLE RESERVES

As of 31 December 2021, the reserves of the Company available for distribution to the shareholders of the Company amounted to approximately HKD300 million (2020: HKD264 million).

### RETIREMENT BENEFIT SCHEMES

The Group participated in various retirement benefit schemes in accordance with the relevant rules and regulations in the Mainland China, Macau, Hong Kong and Taiwan.

### TAX RELIEF AND EXEMPTION

The Company is not aware of any relief from taxation available to the shareholders of the Company by reason of their holding of the shares.

### EQUITY-LINKED AGREEMENTS

No equity-linked agreements has been entered into by the Company during the year ended 31 December 2021 or subsisted at the end of the year.

## REPORT OF THE DIRECTORS

### DIRECTORS

The Directors during the year and up to the date of this report are:

#### *Executive Directors*

Mr. Fan Wing Ting (*Chairman*)

Ms. Chen Xingyi (*Chief Executive Officer*)

Mr. Kevin Trantallis

Mr. Fong Yat Ming

Ms. Fan Tammy

#### *Independent Non-executive Directors*

Mr. Chau Kwok Keung (*resigned on 27 August 2021*)

Mr. Yu Chun Kau

Mr. Cheung Chun Yue, Anthony

Mr. Ng Kam Tsun (*appointed on 19 November 2021*)

### EMOLUMENTS POLICY

The Group remunerates its employees, including the Directors, on the basis of their merit, qualifications and competence. The Group's employees are subject to regular job performance reviews which determine their promotion prospects and compensation. Subject to the Group's profitability, the Group may also provide discretionary bonuses to its employees as an incentive for their contribution to the Group.

Details of the remuneration of the Directors for year ended 31 December 2021 are set out in Note 39 to the consolidated financial statements.

### DIRECTORS' SERVICE CONTRACTS

Each of the Executive Directors and Independent Non-executive Directors, has entered into a service contract or an appointment letter with the Company for a term of three years, commencing from the Listing Date until terminated by either party giving not less than three months' notice in writing to the other. All of them are subject to retirement by rotation and re-election at the annual general meeting in accordance with the Articles of Association. Their emoluments are determined by the Board by reference to their experience, responsibilities and duties with the Company and will be reviewed annually by the Remuneration Committee.

### DIRECTORS' INTEREST IN COMPETING BUSINESS

During the year and up to the date of this annual report, the Directors are not aware of any business or interest of the Directors (other than the Independent Non-executive Directors), the controlling shareholder of the Company and/or any of their respective associates (as defined in the Listing Rules) that compete or may compete with the business of the Group and any other conflicts of interest which any such person has or may have with the Group.

### PERMITTED INDEMNITY PROVISION

Pursuant to the Company's Articles of Association, the Directors shall be indemnified and secured harmless out of the assets of the Company from and against all actions, costs, charges, losses, damages and expenses which they shall or may incur or sustain by reason of any act done, concurred in or omitted in or about the execution of their duty.

## REPORT OF THE DIRECTORS

### SHARE OPTION SCHEME

The Company has conditionally adopted a share option scheme (the “**Share Option Scheme**”) pursuant to the written resolutions of the Company’s shareholders and Directors passed on 17 December 2019 which took effect upon on 13 January 2020 (the “**Listing Date**”). The following is a summary of the principal terms of the Share Option Scheme:

#### 1. *Purpose of the Share Option Scheme*

The purpose of the Share Option Scheme is to provide an incentive or reward for the Grantees (as defined below) for their contribution or potential contribution to the Group.

#### 2. *Participants of the Share Option Scheme and the basis of determining the eligibility of the participants*

The Board may, subject to and in accordance with the provisions of the Share Option Scheme and the Listing Rules, at its discretion grant options to any full-time or part-time employees, consultants or potential employees, consultants, executives or officers (including Directors) of the Company or any of its subsidiaries, and any suppliers, customers, consultants, agents and advisors who, in the sole opinion of the Board has contributed or will contribute to the Group (collectively, the “**Eligible Participants**”) and whom the Board may in its absolute discretion select and subject to such conditions as it may think fit.

#### 3. *Life of the Share Option Scheme*

The Share Option Scheme shall be valid and effective for a period ending on the tenth anniversary of the Listing Date (the “**Scheme Period**”), after which time no further option will be granted, but the provisions of the Share Option Scheme shall remain in full force and effect in all other respects to the extent necessary to give effect to the exercise of any options granted prior thereto or otherwise as may be required in accordance with the provisions of the Share Option Scheme and options granted prior thereto but not yet exercised shall continue to be valid and exercisable in accordance with the Share Option Scheme.

#### 4. *Grant of options*

##### (a) Making of offer

An offer shall be made to an Eligible Participant by an offer document in such form as the Board may from time to time determine (the “**Offer Document**”), requiring the participant to undertake to hold the option on the terms on which it is to be granted and to be bound by the provisions of the Share Option Scheme.

##### (b) Acceptance of offer

An option shall be deemed to have been granted to (subject to certain restrictions in the Share Option Scheme), and accepted by, the Eligible Participant (the “**Grantee(s)**”) and to have taken effect upon the issue of an option certificate after the duplicate Offer Document comprising acceptance of the option duly signed by the Grantee, together with a remittance in favour of the Company of HKD1.00 by way of consideration for the grant of the option is received by the Company on or before the last day for acceptance set out in the Offer Document. The remittance is not in any circumstances refundable and shall be deemed as part payment of the Exercise Price (as defined below). Once accepted, the option is granted as from the date on which it was offered to the Grantee (the “**Offer Date**”).

## REPORT OF THE DIRECTORS

(c) Restrictions on time of grant

- (i) No grant of options shall be made after any inside information has come to the knowledge of the Company until such inside information has been announced pursuant to the requirements of the Listing Rules. In particular, no option shall be granted during the period of one month immediately preceding the earlier of:
- (1) the date of the Board meeting as shall have been notified to the Stock Exchange for the approval of the Company's results for any year, half-year, quarterly or any other interim period (whether or not required under the Listing Rules); and
  - (2) the deadline for the Company to publish an announcement of its results for any year or half-year under the Listing Rules or quarterly or any other interim period (whether or not required under the Listing Rules), and ending on the actual date of the results announcement for such year, half year, quarterly or interim period (as the case may be). The period during which no option may be granted will cover any period of delay in the publication of a results announcement.
  - (3) For so long as the shares of the Company (the "**Share(s)**") are listed on the Stock Exchange, no options may be granted to a Director on any day which financial results of the Company are published and:
  - (4) during the period of 60 days immediately preceding the publication date of the annual results or, if shorter, the period from the end of the relevant financial year up to the publication date of the results; and
  - (5) during the period of 30 days immediately preceding the publication date of the quarterly results (if any) and half-year results or, if shorter, the period from the end of the relevant quarterly or half-year.

(d) Grant to connected persons

Any grant of options to a connected person must be approved by all Independent Non-executive Directors (excluding any Independent Non-executive Director who is also a proposed Grantee (as defined below) of the options, the vote of such Independent Non-executive Director shall not be counted for the purposes of approving the grant).

## REPORT OF THE DIRECTORS

(e) Grant to substantial shareholders and independent non-executive directors

Without prejudice to sub-paragraph 4(c) above, any grant of options to a substantial shareholder or an Independent Non-executive Director of the Company or any of their respective associates shall be subject to, in addition to the approval of the Company's Independent Non-executive Directors in sub-paragraph (d) above, the issue of a circular by the Company to its shareholders and the approval of the Company's shareholders in general meeting if the Shares issued and to be issued upon exercise of all options already granted and proposed to be granted to him (whether exercised, cancelled or outstanding) under the Share Option Scheme or any other scheme in the twelve (12) month period up to and including the Offer Date:

- (i) would represent in aggregate more than 0.1%, or such other percentage as may from time to time be provided under the Listing Rules, of the Shares in issue on the Offer Date; and
- (ii) would have an aggregate value, based on the official closing price of the Shares as stated in the daily quotation sheets of the Stock Exchange on the Offer Date, in excess of HKD5,000,000 (or such other amount as shall be permissible under the Listing Rules from time to time).

(f) Proceedings in general meeting to approve the grant of option

At the general meeting to approve the proposed grant of options under sub-paragraph 4(e) above, the Grantee, his associates and all core connected persons of the Company must abstain from voting. At such general meeting, the vote to approve the grant of such options must be taken on a poll in accordance with the Articles and the relevant provisions of the Listing Rules.

(g) Performance target

The Board has the discretion to require a particular Grantee to achieve certain performance targets specified at the time of grant before any option granted under the Share Option Scheme can be exercised. There is no specific performance targets stipulated under the terms of the Share Option Scheme and the Board currently has no intention to set any specific performance targets on the exercise of any options granted or to be granted under the Share Option Scheme.

### 5. *Exercise price*

The price per Share at which a Grantee may subscribe for Shares upon exercise of an option (the "**Exercise Price**") shall, subject to any adjustment pursuant to paragraph 7 below, be determined by the Board in its sole discretion but in any event shall be at least the highest of:

- (i) the official closing price of the Shares as stated in the Stock Exchange's daily quotations sheets on the Offer Date;
- (ii) the average of the official closing prices of the Shares as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the Offer Date; and

## REPORT OF THE DIRECTORS

(iii) the nominal value of a Share;

provided that for the purpose of determining the Exercise Price under sub-paragraph 5(ii) above where the Shares have been listed on the Stock Exchange for less than five business days preceding the Offer Date, the issue price of the Shares in connection with such listing shall be deemed to be the closing price of the Shares for each business day falling within the period before the listing of the Shares on the Stock Exchange.

### 6. *Maximum number of Shares available for subscription*

#### (a) Scheme limit

Subject to sub-paragraphs 6(b) and 6(c) below, the maximum number of Shares in respect of which options may be granted under the Share Option Scheme and any other share option schemes of the Company shall not in aggregate exceed the number of Shares that shall represent 10% of the total number of Shares in issue upon Listing upon Listing (the “**Scheme Limit**”). For the purpose of calculating the Scheme Limit, options which have lapsed in accordance with the terms of the relevant scheme shall not be counted.

#### (b) Renewal of scheme limit

The Company may seek approval by the Company’s shareholders in general meeting for renewing the Scheme Limit provided that the total number of Shares in respect of which options may be granted under the Share Option Scheme and any other schemes of the Company under the Scheme Limit as renewed from time to time must not exceed 10% of the total number of Shares in issue as at the date of the Company’s shareholders’ approval. Options previously granted under the Share Option Scheme, whether outstanding, cancelled, lapsed in accordance with its applicable rules or already exercised, will not be counted for the purpose of calculating the limit as renewed. For the purpose of seeking the approval of the Company’s shareholders under this sub-paragraph 6(b), a circular containing the information required under Rule 17.02(2) of the Listing Rules and the disclaimer required under Rule 17.02(4) of the Listing Rules must be sent to the Company’s shareholders.

#### (c) Grant of options beyond scheme limit

The Company may seek separate approval by the Company’s shareholders in general meeting for granting options beyond the Scheme Limit provided that the options in excess of the Scheme Limit are granted only to Eligible Participants who are specifically identified by the Board before such approval is sought.

For the purpose of seeking the approval of the Company’s shareholders under this sub-paragraph (6) (c), the Company must send a circular to the Company’s shareholders containing a generic description of the specified Eligible Participants who may be granted such options, the number and terms of the options to be granted, the purpose of granting such options to the Grantees with an explanation as to how the terms of options serve such purpose and the information required under Rule 17.02(2)(d) of the Listing Rules and the disclaimer as required under Rule 17.02(4) of the Listing Rules.

## REPORT OF THE DIRECTORS

(d) Maximum number of Shares issued pursuant to the Share Option Scheme

Notwithstanding anything to the contrary in the Share Option Scheme, the maximum limit on the number of Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and any other schemes of the Company must not in aggregate exceed such number of Shares as shall represent 30% of the Shares in issue from time to time. No options may be granted under any schemes of the Company or subsidiaries if such grant will result in this 30% limit being exceeded.

(e) Grantee's maximum holding

Unless approved by the Company's shareholders in general meeting in the manner prescribed in the Listing Rules, the Board shall not grant options to any Grantee if the acceptance of those options would result in the total number of Shares issued and to be issued to that Grantee on exercise of his options during any twelve (12) month period up to the Offer Date exceed 1% of the total Shares then in issue.

Where any further grant of options to a Grantee, if exercised in full, would result in the total number of Shares already issued or to be issued upon exercise of all options granted and to be granted to such Grantee (including exercised, cancelled and outstanding options) in any twelve (12) month period up to and including the date of such further grant exceed 1% of the total number of Shares in issue, such further grant must be separately approved by the Company's shareholders in general meeting with such Grantee and his close associates (or associates if the Grantee is a connected person) abstaining from voting. The Company must send a circular to the Company's shareholders and the circular must disclose the identity of the Grantee, the number and terms of the options to be granted and options previously granted to such Grantee and the information required under Rule 17.02(2) of the Listing Rules and the disclaimer required under Rule 17.02(4) of the Listing Rules. The number and terms (including the Exercise Price) of the options to be granted to such Grantee must be fixed before the Company's shareholders' approval. The date of the meeting of the Board for proposing such further grant of option should be taken as the date of grant for the purpose of calculating the Exercise Price.

(f) Adjustment

The number of Shares subject to the Share Option Scheme shall be adjusted in such manner as the Company's independent financial advisor shall certify to the Board to be appropriate, fair and reasonable in accordance with paragraph 7 below but in any event shall not result in the number of Shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and the other schemes exceed the limit set out in sub-paragraph 6(d).

## REPORT OF THE DIRECTORS

### 7. *Capital restructuring*

#### (a) Adjustment of options

In the event of any capitalisation issue, rights issue, open offer (if there is a price dilutive element), sub-division or consolidation of Shares, or reduction of capital of the Company in accordance with applicable laws and regulatory requirements, such corresponding alterations (if any) shall be made (except on an issue of securities of the Company as consideration in a transaction which shall not be regarded as a circumstance requiring alteration or adjustment) in:

- (i) the number of Shares subject to any outstanding option;
- (ii) the Exercise Price; and/or
- (iii) the number of Shares subject to the Share Option Scheme;

as the approved independent financial advisor shall at the request of the Company or any Grantee, certify in writing either generally or as regards any particular Grantee, to be in their opinion fair and reasonable provided that any such alterations shall be made on the basis that a Grantee shall have as near as possible the same proportion of the equity capital of the Company (as interpreted in accordance with the supplementary guidance attached to the letter from the Stock Exchange dated 5 September 2005 to all the issuers relating to share option scheme) as that to which the Grantee was previously entitled to subscribe had he exercised all the options held by him immediately before such adjustments and the aggregate Exercise Price payable by a Grantee on the full exercise of any option shall remain as nearly as possible the same as (but shall not be greater than) it was before such event, but not so that the effect would be to enable any Share to be issued to a Grantee at less than its nominal value, provided that no adjustment to the Exercise Price and number of Shares should be made to the advantage of the Eligible Participants without specific prior approval of the Company's shareholders.

#### (b) Independent financial advisor confirmation

On any capital reorganisation, independent financial advisor shall certify in writing to the Board that the adjustments satisfy the requirements set out in Rule 17.03(13) of the Listing Rules and the note thereto and the supplementary guidance attached to the letter from the Stock Exchange dated 5 September 2005 to all issuers relating to share option schemes and/or such other requirement prescribed under the Listing Rules from time to time.

### 8. *Cancellation of options*

Any cancellation of options granted but not exercised must be approved in writing by the Grantees of the relevant options. For the avoidance of doubt, such approval is not required in the event any option is cancelled pursuant to paragraph 9. Where the Company cancels options, the grant of new options to the same Grantee may only be made under the Share Option Scheme within the limits set out in sub-paragraphs 6(a), 6(b), and 6(e).

## REPORT OF THE DIRECTORS

### 9. *Assignment of options*

An option is personal to the Grantee and shall not be transferable or assignable. No Grantee shall sell, transfer, charge, mortgage, encumber or create any interest (legal or beneficial) in favour of any third party over or in relation to any option held by him or attempt to do so (except that the Grantee may nominate a nominee, in whose name the Shares issued pursuant to the Share Option Scheme may be registered).

### 10. *Rights attached to the Shares*

Shares to be allotted upon exercise of an option will be subject to all the provisions of the Articles and will rank pari passu with the fully paid Shares in issue on the date of issue. Accordingly, such Shares will entitle the holders to have the same voting, dividend, transfer and other rights, and to participate in all dividends or other distributions paid or made on or after the date on which the allottee is registered as a member (the “**Registration Date**”) other than any dividends or other distributions previously declared or recommended or resolved to be paid or made with respect to a record date which is before the Registration Date.

A Share issued upon the exercise of an option shall not carry any voting rights until completion of registration of the Grantee or his nominee as the holder of such Share on the register of members of the Company.

Shares issued on the exercise of an option shall not rank for any rights attaching to Shares by reference to a record date preceding the date of allotment.

### 11. *Exercise of options*

Unless otherwise provided in the respective Grantee’s Offer Document, an option may be exercised by a Grantee at any time or times during the period notified by the Board during which the Grantee may exercise his option(s) (the “**Option Period**”) provided that:

- (a) in the event of the Grantee ceasing to be an Eligible Participant for any reason other than his death, ill-health, injury, disability or the termination of his relationship with the Company and/or any of its subsidiaries on one or more of the grounds specified in sub-paragraph 12(v) below, the Grantee may exercise the option up to his entitlement at the date of cessation of being an Eligible Participant (to the extent not already exercised) within the period of thirty (30) days (or such longer period as the Board may determine) following the date of such cessation (which date shall be, in relation to a Grantee who is an Eligible Participant by reason of his employment with the Company or any of its subsidiaries, the last actual working day with the Company or the relevant subsidiary whether salary is paid in lieu of notice or not);
- (b) in the case of a Grantee ceasing to be an Eligible Participant by reason of death, ill-health, injury or disability (all evidenced to the satisfaction of the Board) and none of the events which would be a ground for termination of his relationship with the Company and/or any of its subsidiaries under sub-paragraph 12(e) has occurred, the Grantee or the personal representative(s) of the Grantee shall be entitled within a period of 12 months (or such longer period as the Board may determine) from the date of cessation of being an Eligible Participant or death to exercise his option in full (to the extent not already exercised);

## REPORT OF THE DIRECTORS

- (c) if a general offer (whether by way of take-over offer, share repurchase offer or scheme of arrangement or otherwise in like manner) is made to all the holders of Shares (or all such holders other than the offeror and/or any person controlled by the offeror and/or any person acting in association or in concert with the offeror), the Company shall use its best endeavours to procure that such offer is extended to all the Grantees (on the same terms mutatis mutandis, and assuming that they shall become, by the exercise in full of the options granted to them as Shareholders). If such offer, having been approved in accordance with applicable laws and regulatory requirements, becomes, or is declared unconditional, the Grantee (or his legal personal representative(s)) shall be entitled to exercise his option in full (to the extent not already exercised) at any time within fourteen (14) days after the date on which such general offer becomes or is declared unconditional;
- (d) if a compromise or arrangement between the Company and the Company's shareholders and/or creditors is proposed for the purposes of or in connection with a scheme for the reconstruction of the Company or its amalgamation with any other company or companies pursuant to the Companies Law, the Company shall give notice thereof to all the Grantees (together with a notice of the existence of the provisions of this paragraph) on the same day as it despatches to Shareholders and/or creditors of the Company a notice summoning the meeting to consider such a compromise or arrangement, and thereupon each Grantee shall be entitled to exercise all or any of his options in whole or in part at any time prior to noon (Hong Kong time) on the Business Day immediately preceding the date of the general meeting directed to be convened by the relevant court for the purposes of considering such compromise or arrangement and if there is more than one meeting for such purpose, the date of the first meeting. With effect from the date of such meeting, the rights of all Grantees to exercise their respective options shall forthwith be suspended. Upon such compromise or arrangement becoming effective, all options shall, to the extent that they have not been exercised, lapse and determine. The Board shall endeavour to procure that the Shares issued as a result of the exercise of options in such circumstances shall for the purposes of such compromise or arrangement form part of the issued share capital of the Company on the effective date thereof and that such Shares shall in all respects be subject to such compromise or arrangement. If for any reason such compromise or arrangement is not approved by the relevant court (whether upon the terms presented to the relevant court or upon any other terms as may be approved by such court), the rights of the Grantees to exercise their respective options shall with effect from the date of the making of the order by the relevant court be restored in full as if such compromise or arrangement had not been proposed by the Company and no claim shall lie against the Company or any of its officers for any loss or damage sustained by any Grantee as a result of the aforesaid suspension; and
- (e) in the event a notice is given by the Company to its shareholders to convene a general meeting for the purposes of considering, and if thought fit, approving a resolution to voluntarily wind-up the Company, the Company shall on the same date as or soon after it despatches such notice to each member of the Company give notice thereof to all Grantees and thereupon, each Grantee (or in the case of the death of the Grantee, his personal representative(s)) shall be entitled to exercise all or any of his options (to the extent not already lapsed or exercised) at any time not later than two Business Days prior to the proposed general meeting of the Company by giving notice in writing to the Company, accompanied by a remittance for the full amount of the aggregate Exercise Price for the Shares in respect of which the notice is given whereupon the Company shall as soon as possible and, in any event, no later than the Business Day immediately prior to the date of the proposed general meeting referred to above, allot and issue the relevant Shares to the Grantee credited as fully paid.

## REPORT OF THE DIRECTORS

### 12. *Lapse of options*

An option shall lapse automatically and not be exercisable (to the extent not already exercised) on the earliest of:

- (i) the expiry of the Option Period;
- (ii) the expiry of the periods referred to in sub-paragraphs 11(b) to (e) above;
- (iii) the date of the commencement of the winding-up of the Company in respect of the situation contemplated in sub-paragraph 11(e);
- (iv) the date the scheme or compromise referred to in sub-paragraph 11(d) above becomes effective;
- (v) the date on which the Grantee ceases to be an Eligible Participant by reason of his resignation or dismissal, or by reason of the termination of his relationship with the Company and/or any of its subsidiaries on any one or more of the grounds that he has been guilty of serious misconduct or has been convicted of any criminal offence involving his integrity or honesty or in relation to an employee or consultant of the Company and/or any of its subsidiaries (if so determined by the Board) on any other ground on which an employer would be entitled to unilaterally terminate his employment or service at common law or pursuant to any applicable laws or under the Grantee's service contract with the Company or the relevant subsidiary. A resolution of the Board or the board of directors of the relevant subsidiary to the effect that the relationship of the Grantee has or has not been terminated on one or more of the grounds specified in this paragraph shall be conclusive;
- (vi) the date that is thirty (30) days after the date on which a Grantee is terminated by the Company and/or any of its subsidiaries by reasons other than termination of employment on grounds under sub-paragraph 12(v);
- (vii) the date on which a Grantee commits a breach of paragraph 9 above or the options are cancelled in accordance with paragraph 8 above; or
- (viii) the occurrence of such event or expiry of such period as may have been specifically provided for in the Offer Document, if any.

### 13. *Alteration of the Share Option Scheme*

The terms and conditions of the Share Option Scheme and the regulations for the administration and operation of the Share Option Scheme may be altered in any respect by resolution of the Board except that:

- (a) any alteration to the advantage of the Grantees or the Eligible Participants (as the case may be), in respect of matters contained in Rule 17.03 of the Listing Rules, including without limitation, the definitions of "Eligible Participant", "Expiry Date", "Grantee" and "Option Period" contained in the Share Option Scheme; or

## REPORT OF THE DIRECTORS

- (b) any material alteration to the terms and conditions of the Share Option Scheme or any change to the terms of options granted (except any alterations which take effect automatically under the terms of the Share Option Scheme), or any change to the authority of the Board in respect of alteration of the Share Option Scheme, must be made with the prior approval of the Company's shareholders in general meeting at which any persons to whom or for whose benefit the Shares may be issued under the Share Option Scheme and their respective associates shall abstain from voting provided that no alteration shall operate to affect adversely the terms of issue of any option granted or agreed to be granted prior to such alteration or to reduce the proportion of the equity capital to which any person was entitled pursuant to such option prior to such alteration except with:
- (i) the consent in writing of the Grantees holding in aggregate options which if exercised in full on the date immediately preceding that on which such consent is obtained would entitle them to the issue of three-fourths in nominal value of all Shares which would fall to be issued upon the exercise of all options outstanding on that date; or
  - (ii) the sanction of a special resolution.

Written notice of any alterations made in accordance with this paragraph shall be given to all Grantees.

### *14. Termination*

The Company may by ordinary resolution in general meeting or the Board at any time terminate the operation of the Share Option Scheme and in such event no further option shall be offered or granted. Options granted prior to such termination but not yet exercised at the time of termination shall continue to be valid and exercisable in accordance with the Share Option Scheme.

No share option has been granted, exercised, cancelled or lapsed under the Share Option Scheme since its adoption.

## RELATED PARTY TRANSACTIONS

The significant related party transactions entered into by the Group during the year which are set out in Note 38 to the financial statements included transactions that constitute connected/continuing connected transactions for which the disclosure requirements under the Listing Rules have been complied with.

## REPORT OF THE DIRECTORS

### CONTINUING CONNECTED TRANSACTIONS

During the year ended 31 December 2021, the Group had entered into the following continuing connected transactions:

#### *Cooperation Services Agreement executed on 1 December 2020*

Name of connected person	Nature of transaction	2021 HKD'000	2020 HKD'000
Retail			
Sao Hang Investment Company Limited (首恆投資有限公司) ("Sao Hang Investment (Macau)")	Provision of retail stores and management services to the Group in Macau	15,744 <sup>(Note)</sup>	11,247
Total transaction amount		<b>15,744</b>	11,247

*Note:* According to the Cooperation Services Agreement, the service fees (including the rental, management, promotion and administration fees) payable under the Cooperation Services Agreement was determined with reference to the historical service fees paid by the Group to Sao Hang Investment (Macau) and the prevailing market conditions and prevailing market rent of similar properties of comparable size and quality in the vicinity. The annual cap for the financial year ended 31 December 2021 is HK\$28,000,000.

Sao Hang Investment (Macau) is a company incorporated in Macau which is principally engaged in the operation of shopping malls in Macau and is owned as to 96% by Mr. Fan and 4% by Ms. Fan Po Yuk, the sister of Mr. Fan. Mr. Fan is an Executive Director and the Controlling Shareholder of the Company. By virtue of Mr. Fan holding over 30% interest in Sao Hang Investment (Macau), Sao Hang Investment (Macau) is therefore an associate of Mr. Fan and a connected person of the Company under Chapter 14A of the Listing Rules.

#### *Renovation Services Agreement executed on 23 December 2019*

Name of connected person	Nature of transaction	2021 HKD'000	2020 HKD'000
SJ Synergy Engineering Company Limited (晟杰工程有限公司) ("SJ Synergy Engineering")	Provision of fitting-out services to the Group in Macau	737 <sup>(Note)</sup>	1,369
SJ Synergy Holdings Limited (晟杰集團有限公司) ("SJ Synergy Holdings")	Provision of fitting-out services to the Group in Hong Kong	-	63
Total transaction amount		<b>737</b>	1,432

*Note:* According to the Renovation Services Agreement, subcontracting fees for the services to be provided by SJ Synergy Engineering were determined with reference to the price at which comparable types of the services were provided by independent subcontractors to the Group under normal commercial terms in the ordinary course of its business and such price shall be no less favourable to the Group than is available from independent subcontractors. The annual cap for the financial year ended 31 December 2021 is HK\$36,000,000.

## REPORT OF THE DIRECTORS

SJ Synergy Engineering is a limited company incorporated in Macau which is principally engaged in the provision of fitting-out works and is owned as to 96% by Mr. Fan Rongxiong, the brother of Mr. Fan, and 4% by Ms. Zhang Xiaoming, the spouse of Mr. Fan Rongxiong. Mr. Fan is an Executive Director and the Controlling Shareholder of the Company. By virtue of Mr. Fan Rongxiong holding over 50% interest in SJ Synergy Engineering, SJ Synergy Engineering is therefore an associate of Mr. Fan and a connected person of the Company under Chapter 14A of the Listing Rules.

SJ Synergy Holdings is a limited company incorporated in Hong Kong which is principally engaged in the provision of fitting-out works and is owned as to 100% by Mr. Fan Rongxiong, the brother of Mr. Fan. Mr. Fan is an Executive Director and the Controlling Shareholder of the Company. By virtue of Mr. Fan Rongxiong holding over 50% interest in SJ Synergy Holdings, SJ Synergy Holdings is therefore an associate of Mr. Fan and a connected person of the Company under Chapter 14A of the Listing Rules.

*Cooperation Agreement executed on 15 April 2015 among Twelve S.A., White S.R.L. and World First International Holdings Limited, as further supplemented on 3 October 2016 and 10 September 2018*

Name of connected person	Nature of transaction	2021 HKD'000	2020 HKD'000
White S.R.L.	Promotion, marketing and distribution of the Neil Barrett brand ready-to-wear products and accessories (with the exception of underwear, perfumes, glasses, sunglasses, children clothing, skiwear, watches, beachwear, jewels and homewear) (the "Products") in Macau and the PRC; and the purchase of the Products by NB China Limited (盈冠商貿有限公司) ("NB China") from White S.R.L.	17,106 <sup>(Note)</sup>	727
Total transaction amount		<b>17,106</b>	<b>727</b>

*Note:* According to the Cooperation Agreement, the selling price, payment schedule and method, and other specific terms or conditions (if any) shall be fixed by the relevant parties in the purchase order on a case-by-case basis. The annual cap for the financial year ended 31 December 2021 is HK\$39,000,000.

White S.R.L. is a company incorporated in Italy which is principally engaged in fashion business. As White S.R.L. is indirectly wholly-owned by Twelve S.A. which is holding 40% equity interest in NB China, a non wholly-owned subsidiary of the Company, it is an associate of Twelve S.A. Accordingly, White S.R.L. is a connected person of the Company under Chapter 14A of the Listing Rules.

## REPORT OF THE DIRECTORS

### Review of Continuing Connected Transactions

Pursuant to Rule 14A.55 of the Listing Rules, the continuing connected transactions mentioned above have been reviewed by the Independent Non-executive Directors of the Company who have confirmed that the transactions have been entered into (a) in the ordinary and usual course of business of the Group; (b) on normal commercial terms or better; and (c) according to the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company's shareholders as a whole.

The Company's Auditor has been engaged to report on the continuing connected transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. Pursuant to Rule 14A.56 of the Listing Rules, the Auditor has issued its unqualified letter confirming that nothing has come to its attention that causes it to believe that the continuing connected transactions: (i) have not been approved by the Board; (ii) for the transactions involve the provision of goods or services by the Group, were not, in all material respects, in accordance with the pricing policies of the Group; (iii) were not entered into, in all material respects, in accordance with the relevant agreements governing the transactions; and (iv) have exceeded the respective annual cap of each of the Company's continuing connected transactions. A copy of the auditor's letter has been provided by the Company to the Stock Exchange.

### *One-off Transactions*

The following transactions have been entered into by the Group which constitute one-off transactions prior to the Listing.

### Tenancy Agreement

Name of related party	Term of lease agreements	Monthly rent	Annual rent
Office Tenancy Agreement with Mr. Fan and Ms. Cheng King Ling executed on 30 January 2019	1/2/2019 – 31/1/2024	RMB159,130	RMB1,909,560
Warehouse Tenancy Agreement with Ms. Cheng King Ling executed on 17 April 2020	29/2/2020 – 28/2/2023	RMB10,117	RMB121,404

The Directors confirmed that the rents in respect of the above tenancy agreements (the "Tenancy Agreements") have been determined after arm's length negotiations between the parties with reference to the then prevailing market conditions and rental rate of similar properties in the vicinity. In this connection, the Company has engaged an independent property valuer, to assess the fairness of the rent and the terms of the Tenancy Agreements. The independent property valuer is of the opinion that the terms of the Tenancy Agreements (including rental and duration) are fair and reasonable and the rents payable thereunder reflected the prevailing market rate as at the date of commencement of the respective tenancy agreement.

Mr. Fan is the Company's Executive Director and Controlling Shareholder, and Ms. Cheng is the spouse of Mr. Fan. As such, each of Mr. Fan and Ms. Cheng is a connected person of the Company under Chapter 14A of the Listing Rules.

## REPORT OF THE DIRECTORS

In accordance with IFRS 16 “Leases”, the Group has recognised the value of the right-of-use assets on its balance sheet in connection with the transactions contemplated under the Tenancy Agreements, as such, the transactions contemplated thereunder would be regarded as acquisitions for the purposes of the Listing Rules.

The transactions contemplated under the Tenancy Agreements are one-off transactions entered into by Shenzhen Shouwei prior to Listing. Such transaction will not, following the Listing, constitute continuing connected transactions of the Group under Chapter 14A of the Listing Rules, and will not be subject to further requirements under the Listing Rules. The Group will comply with the relevant requirements under Chapter 14A of the Listing Rules should there be any material change to the terms thereof if the Group enters into any other connected transaction in relation thereto after the Listing.

### OTHER INFORMATION

#### DISCLOSURE OF INTERESTS

Interests and short positions of directors and chief executive in the shares, underlying shares and debentures of the Company and its associated corporations

As at 31 December 2021, the interests and short positions of the Directors and chief executive of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Future Ordinance (Chapter 571 of the Laws of Hong Kong) (the “SFO”)) which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which the Directors and chief executive of the Company were deemed or taken to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) in Appendix 10 of the Rules Governing the Listing of Securities (the “Listing Rules”) on the Stock Exchange were as follows:

Name of Director	Nature of interest	Number of Shares held/ interested	Approximately percentage of shareholding in the Company
Mr. Fan Wing Ting (“Mr. Fan”) (Note 1)	Interest in controlled corporation	300,000,000	75%

Note:

- Mr. Fan owns the entire issued share capital of Gold Star Fashion Limited and he is deemed to be interested in the 300,000,000 Shares held by Gold Star Fashion Limited by virtue of the SFO.

## REPORT OF THE DIRECTORS

Interests and short positions of substantial shareholders in the shares and underlying shares of the Company

So far as the Directors and chief executive of the Company are aware, as at 31 December 2021, the following shareholders of the Company (other than the interests of the Directors and the chief executives of the Company) had interests in the Shares or underlying Shares of the Company as recorded in the register required to be kept under Section 336 of the SFO:

Shareholders	Capacity/ Nature of interest	Number of Shares held/ interested	Approximately percentage of shareholding in the Company
Gold Star Fashion Limited ( <i>Note 1</i> )	Beneficial owner	300,000,000	75%
Ms. Cheng King Ling ( <i>Note 2</i> )	Interest of spouse	300,000,000	75%

Notes:

1. Mr. Fan owns the entire issued share capital of Gold Star Fashion Limited.
2. Ms. Cheng King Ling is the spouse of Mr. Fan. Therefore, she is deemed to be interested in all the Shares in which Mr. Fan has interest in under the SFO.

### ARRANGEMENTS TO PURCHASE SHARES OR DEBENTURES

During the year ended 31 December 2021, neither the Company or any of its subsidiaries, a party to any arrangements to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

### MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company has been entered into or existed during the year ended 31 December 2021.

### RELATIONSHIP WITH EMPLOYEES, CUSTOMERS AND SUPPLIERS

The Group acknowledges the importance to maintain good relationship with its employees and customers for the achievement of its short-term and long-term business objectives.

For the year ended 31 December 2021, there is no serious and material dispute between the Group and its employees, customers and suppliers.

## **REPORT OF THE DIRECTORS**

### **MAJOR SUPPLIERS AND CUSTOMERS**

The Group's customers are primarily retail customers in Greater China. None of the Group's customers accounted for 5% or more of the Group's total revenue for the year ended 31 December 2021 and the Group did not rely on any single customer.

During the year ended 31 December 2021, the Group's largest supplier and five largest suppliers accounted for 26.3% (2020: 25.2%) and 63.6% (2020: 58.1%) of the Group's total purchases respectively. None of the Directors or any of their respective associates or any shareholder which to the best knowledge of the Directors, who own more than 5% of the Company's issued share capital, had any interest in any of the Group's five largest customers or suppliers during the year ended 31 December 2021.

### **CONTROLLING SHAREHOLDERS' INTERESTS IN CONTRACTS OF SIGNIFICANCE**

There was no contract of significance to which the Company or any of its subsidiaries was a party and in which any controlling shareholders had a material interest subsisted at the end of the year or at any time during the year.

### **PRE-EMPTIVE RIGHTS**

There is no provision for pre-emptive rights under the articles of association of the Company or the laws of the Cayman Islands which would oblige the Company to offer new shares on a pro rata basis to existing shareholders.

### **PURCHASE, SALE AND REDEMPTION OF LISTED SECURITIES**

During the year ended 31 December 2021, neither the Company, nor any of its subsidiaries purchased, sold or redeemed any of the listed securities of the Company.

### **USE OF PROCEEDS FROM THE LISTING**

Details of the use of proceeds from the Listing is set out in the section headed "Management Discussion and Analysis – Use of Proceeds" of this annual report.

### **CHARITABLE DONATION**

During the year ended 31 December 2021, the Group did not made any charitable donation (2020: Nil).

### **CORPORATE GOVERNANCE**

Save as disclosed in the Corporate Governance Report, the Company had complied with the code provisions of the Corporate Governance Code and Corporate Governance Report (the "CG Code") contained in Appendix 14 of the Listing Rules during the year ended 31 December 2021.

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

## REPORT OF THE DIRECTORS

### SUFFICIENCY OF PUBLIC FLOAT

As at the date of this annual report, based on the information publicly available to the Company and to the best of the Directors' knowledge, information and belief, the Company has maintained sufficient public float as required under the Listing Rules.

### REVIEW OF ANNUAL RESULTS BY AUDIT COMMITTEE

The Company has established an Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and the CG Code. The Audit Committee consists of three members, namely Mr. Yu Chun Kau, Mr. Cheung Chun Yue, Anthony and Mr. Ng Kam Tsun. Mr. Yu Chun Kau is the chairman of the Audit Committee. The Audit Committee has reviewed the consolidated financial statements of the Company for the year ended 31 December 2021.

### AUDITOR

The consolidated financial statements for the year ended 31 December 2021 have been audited by PricewaterhouseCoopers, Certified Public Accountants, who will retire and, being eligible, offer themselves for re-appointment at the forthcoming annual general meeting of the Company. A resolution for re-appointment of PricewaterhouseCoopers as the independent auditor of the Company will be proposed at the forthcoming annual general meeting.

On behalf of the Board

**Mr. Fan Wing Ting**

*Chairman*

Hong Kong, 30 March 2022

## **INDEPENDENT AUDITOR'S REPORT**

### **To the Shareholders of Forward Fashion (International) Holdings Company Limited**

*(incorporated in the Cayman Islands with limited liability)*

### **OPINION**

#### *What we have audited*

The consolidated financial statements of Forward Fashion (International) Holdings Company Limited (the "Company") and its subsidiaries (the "Group") set out on pages 55 to 141, which comprise:

- the consolidated statement of financial position as at 31 December 2021;
- the consolidated statement of profit or loss for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

#### *Our opinion*

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

### **BASIS FOR OPINION**

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### *Independence*

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

## INDEPENDENT AUDITOR'S REPORT

### KEY AUDIT MATTERS

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

Key audit matters identified in our audit are summarised as follows:

- Valuation of inventories
- Impairment of property, plant and equipment and right-of-use assets
- Impairment assessment of an investment in SwissPro brand

#### Key Audit Matter

#### How our audit addressed the Key Audit Matter

##### Valuation of inventories

Refer to Critical Estimates and Judgements in Note 4.1(a) and Note 19 "Inventories" to the consolidated financial statements.

As at 31 December 2021, the net inventory balance was HKD260.4 which represented approximately 23% of the Group's total assets.

As described in the Accounting Policies in Note 2.13 to the consolidated financial statements, inventories are carried at the lower of cost and net realisable value.

Management determined the net realisable value of the inventories based upon the ageing analysis of the inventories focusing on seasonality and market conditions, which involved significant management judgement and was difficult to estimate in the apparel industry.

We focused on the evaluation of management's valuation assessment of inventories because of the significant balance of the Group's inventories, and the fact that the estimation of net realisable value is subject to high degree of estimation uncertainty. The inherent risk in relation to the valuation of inventories is considered significant due to subjectivity of significant assumptions used.

Our procedures in relation to management's valuation assessment of inventories included:

- Understood and evaluated the management's internal control and assessment process of valuation of inventories and assessed the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors;
- Tested on a sample basis, the inventory items categorised into different seasons of the year to gain comfort over the categorisation and ageing of inventory, and recalculated the mathematical accuracy of the provision percentage applied;
- Assessed the reasonableness of the provisions by challenging management's projections on current trends and demand for the remaining inventories, with reference to historical sales experience. We also assessed the reasonableness of the inventory provisions by comparing inventory items to actual post year end sales, on sample basis.

Based on the procedures performed, we considered the management's judgement in estimating the valuation of inventories at 31 December 2021 to be supportable by available evidence.

# INDEPENDENT AUDITOR'S REPORT

## KEY AUDIT MATTERS (Cont'd)

### Key Audit Matter

### How our audit addressed the Key Audit Matter

#### Impairment of property, plant and equipment and right-of-use assets

Refer to Accounting policies Note 2.8 and Note 2.26, Critical estimates and judgements in Note 4.1(b), Note 13 "Property, plant and equipment" and Note 14 "Right-of-use assets" to the consolidated financial statements.

As at 31 December 2021, the Group had property, plant and equipment and right-of-use assets of HKD127.3 and HKD251.2 which represented approximately 11% and 22% of the Group's total assets, respectively.

The Group has material operational leasehold improvements and right-of-use assets used in the retail stores which are subject to impairment test when there are impairment indicators, including when trading performance of the retail stores is below expectation.

The Group considered each retail store to be a cash generating unit ("CGU") and determined the recoverable amount of a CGU using the value in use model. Value in use was calculated by preparing discounted cash flows for the CGU, which involved significant management judgement with respect to the assumptions used including revenue growth rates, gross margins and store costs such as rent, employment costs and general operating costs and the discount rate.

We focused on the evaluation of management's impairment assessment of property, plant and equipment and right-of-use assets due to the size of the Group's property, plant and equipment and right-of-use assets and the estimation of recoverable amount is subject to high degree of estimation uncertainty. The inherent risk in relation to the impairment of property, plant and equipment and right-of-use assets is considered significant due to subjectivity of significant assumptions used.

Our procedures in relation to management's impairment assessment of property, plant and equipment and right-of-use assets included:

- Understood and evaluated management's key controls over the Group's impairment assessment;
- Challenged the appropriateness of the impairment indicators set by management based on our knowledge of the business and market information;
- Discussed with management the possibility that the retail stores within expectation may be subject to impairment loss and corroborated management's position by comparing to the historical performance of these retail stores and understanding of their business plan;
- Checked, on a sample basis, whether retail stores with impairment indicators were identified for impairment testing;
- Checked for consistency between the cash flow forecasts and the Board approved budgets;
- Reconsidered the appropriateness of the impairment assessment methodology used by management; and
- Challenged the key assumptions used in the value-in-use calculations by applying our knowledge of the business and industry, comparing the cash flow forecasts with the historical actual performance results of the stores, discussing business plans with senior management, performing market research on revenue growth rates, gross margins and store costs, and involving our valuation experts to evaluate the discount rate.

Based on the procedures performed, we considered the management's judgement in estimating the impairment assessment to be supportable by available evidence.

## INDEPENDENT AUDITOR'S REPORT

### KEY AUDIT MATTERS (Cont'd)

#### Key Audit Matter

#### How our audit addressed the Key Audit Matter

##### Impairment assessment of an investment in SwissPro brand

Refer to Note 4 “Critical accounting estimates and assumptions”, Note 3.3 “Fair value estimation”, Note 15 “Intangible assets” and Note 37 “Business combination” to the consolidated financial statements.

In 15 July 2020, the Company entered into agreement to acquire of 80% equity interests of the SwissPro brand which was accounted for using the acquisition method. As at 31 December 2021, the gross amount of the investment was approximately HKD9.2 million which represents 9% of the Group’s total assets and the impairment loss of the property, plant and equipment and intangible assets and reversal of the contingent consideration was approximately HKD0.5 million, HKD7.6 million and HKD2.9 million, respectively.

The investment is tested for impairment when events or change in circumstances indicate that the carrying amount may not be recoverable. Management performed an impairment assessment of these assets at the year-end date by assessing the recoverable amounts of the relevant assets, based on the higher of the value-in-use and the fair value less costs of disposal. An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount.

Management determined of the fair values of the investment assumed at as year end including the use of applicable methodologies with the assistance of the independent external valuer. Significant management’s judgements and assumptions were involved in determining the fair value of the investment, including discount rate, revenue growth rate, gross margin, terminal growth rate and royalty rate.

Our procedures in relation to management’s impairment assessment include:

- Understood and evaluated management’s key controls over the Group’s impairment assessment;
- Challenged the appropriateness of the impairment indicators set by management based on our knowledge of the business and market information;
- Assessed the competency, capabilities and objectivity of the independent external valuer;
- Assessed the methodologies adopted for the determination of fair values of the investment with the involvement of internal valuation experts;
- Assessed the reasonableness of the key assumptions such as revenue growth rate, gross margin, terminal growth rate, and royalty rate by comparing them against historical data of the acquiree, approved budget, orders on hand and relevant market data and industry information; and
- Evaluated the discount rate by reference to external data including the risk factors of comparable companies and market risk premium.

Based on the procedures performed, we considered the management’s judgement in estimating the impairment assessment to be supportable by available evidence.

## **INDEPENDENT AUDITOR'S REPORT**

### **OTHER INFORMATION**

The directors of the Company are responsible for the other information. The other information comprises all of the information included in Forward Fashion (International) Holdings Company Limited Annual Report 2021 (the "annual report") other than the consolidated financial statements and our auditor's report thereon. We have obtained some of the other information including corporate information, management discussion and analysis, directors and senior management, and corporate governance report prior to the date of this auditor's report. The remaining other information, including the message from the chairman, report of the directors and the five years financials, are expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will 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 identified above 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 on the other information that we obtained prior to the date of this auditor's report, 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.

When we read the message from the chairman and five years financials, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the audit committee and take appropriate action considering our legal rights and obligations.

### **RESPONSIBILITIES OF DIRECTORS AND AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS**

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

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

The Audit Committee is responsible for overseeing the Group's financial reporting process.

## **INDEPENDENT AUDITOR'S REPORT**

### **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. We report our opinion solely to you, as a body, 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 ISAs 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 ISAs, 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.
- 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.

## **INDEPENDENT AUDITOR'S REPORT**

### **AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Cont'd)**

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

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

From the matters communicated with 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 Wilson Chan.

**PricewaterhouseCoopers**

*Certified Public Accountants*

Hong Kong, 30 March 2022

## CONSOLIDATED STATEMENTS OF PROFIT OR LOSS

	<i>Notes</i>	Year ended 31 December	
		2021	2020
		HKD'000	HKD'000
<b>Revenue</b>	5	<b>1,228,307</b>	884,463
Cost of sales	5,8	<b>(577,187)</b>	(488,177)
<b>Gross profit</b>		<b>651,120</b>	396,286
Selling and marketing expenses	8	<b>(495,324)</b>	(423,704)
General and administrative expenses	8	<b>(116,797)</b>	(92,521)
Other income	5,6	<b>10,780</b>	12,057
Other gains/(losses) – net	5,7	<b>17,775</b>	(1,217)
<b>Operating profit/(loss)</b>		<b>67,554</b>	(109,099)
Finance income	10	<b>855</b>	1,109
Finance costs	10	<b>(21,292)</b>	(25,885)
Finance costs – net		<b>(20,437)</b>	(24,776)
<b>Profit/(loss) before income tax</b>		<b>47,117</b>	(133,875)
Income tax expenses	11	<b>(15,486)</b>	(2,485)
<b>Profit/(loss) for the year</b>		<b>31,631</b>	(136,360)
<b>Profit/(loss) is attributable to:</b>			
Equity holders of the Company		<b>32,157</b>	(131,144)
Non-controlling interests		<b>(526)</b>	(5,216)
		<b>31,631</b>	(136,360)
<b>Earnings/(losses) per share for profit/(loss) attributable to equity holders of the Company</b>			
Basic and diluted earnings/(losses) per share (HKD)	12	<b>0.08</b>	(0.33)

The notes on pages 62 to 141 are an integral part of these consolidated financial statements.

## CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

	Notes	Year ended 31 December	
		2021 HKD'000	2020 HKD'000
<b>Profit/(loss) for the year</b>		<b>31,631</b>	<b>(136,360)</b>
<b>Other comprehensive income for the year</b>			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Currency translation differences	28	<u>4,096</u>	<u>7,856</u>
<b>Other comprehensive income for the year, net of tax</b>		<b>4,096</b>	<b>7,856</b>
<b>Total comprehensive income/(loss) for the year</b>		<b>35,727</b>	<b>(128,504)</b>
<b>Total comprehensive income/(loss) for the year is attributable to:</b>			
Equity holders of the Company		<u>36,485</u>	<u>(122,934)</u>
Non-controlling interests		<u>(758)</u>	<u>(5,570)</u>
		<b>35,727</b>	<b>(128,504)</b>

The notes on pages 62 to 141 are an integral part of these consolidated financial statements.

## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

		<b>As of 31 December</b>	
	<i>Notes</i>	<b>2021</b>	2020
		<b>HKD'000</b>	HKD'000
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	13	127,223	141,369
Right-of-use assets	14	251,248	285,421
Intangible assets	15	7,566	18,730
Financial asset at fair value through other comprehensive income	16	11,700	–
Investment in insurance contract	17	33,723	32,486
Deferred tax assets	18	19,800	27,551
Prepayment	22	1,099	309
Other receivables and deposit	23	28,892	26,082
		<b>481,251</b>	531,948
<b>Total non-current assets</b>			
<b>Current assets</b>			
Inventories	19	260,408	297,674
Trade receivable	21	49,791	56,118
Prepayment	22	65,894	25,404
Amount due from related parties	23	9,740	–
Other receivables and deposit	25	50,181	44,561
Restricted cash	26	26,216	24,892
Term deposits with initial term of over three months	24	70,000	90,027
Cash and cash equivalents		115,891	209,639
		<b>648,121</b>	748,315
<b>Total current assets</b>			
		<b>1,129,372</b>	1,280,263
<b>Total assets</b>			
<b>Equity</b>			
Share capital	27	4,000	4,000
Share premium	27	859,232	859,232
Reserves	28	(576,952)	(584,052)
Retained earnings/(accumulated losses)		18,197	(11,188)
		<b>304,477</b>	267,992
<b>Capital and reserve attributable to equity holders of the Company</b>			
		<b>304,477</b>	267,992
Non-controlling interests		(4,841)	(4,082)
		<b>(4,841)</b>	(4,082)
<b>Total equity</b>			
		<b>299,636</b>	263,910

The notes on pages 62 to 141 are an integral part of these consolidated financial statements.

## CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

		As of 31 December	
		2021	2020
	Notes	HKD'000	HKD'000
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Borrowings	29	30,979	111,741
Lease liabilities	30	119,376	149,474
Provisions	31	4,472	1,934
Financial liabilities at fair value through profit or loss	32	1,444	5,026
Other non-current liabilities	33	14,393	34,083
Deferred tax liabilities	18	2,442	3,556
Other payables	34	14,504	15,422
<b>Total non-current liabilities</b>		<b>187,610</b>	<b>321,236</b>
<b>Current liabilities</b>			
Trade and other payables	34	158,507	192,149
Amount due to related parties	39	190,666	60,818
Other current liabilities	33	24,882	36,981
Contract liabilities	35	3,905	4,685
Lease liabilities	30	148,065	166,344
Provisions	31	4,906	8,771
Financial liabilities at fair value through profit or loss	32	–	2,970
Income tax liabilities		12,578	19,010
Borrowings	29	98,617	203,389
<b>Total current liabilities</b>		<b>642,126</b>	<b>695,117</b>
<b>Total liabilities</b>		<b>829,736</b>	<b>1,016,353</b>
<b>Net assets</b>		<b>299,636</b>	<b>263,910</b>

The notes on pages 62 to 141 are an integral part of these consolidated financial statements.

The consolidated financial statements on pages 55 to 141 were approved by the Board of Directors on 30 March 2022 and were signed on its behalf

**Mr. Fan Wing Ting**  
Director

**Ms. Chen Xingyi**  
Director

## CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

Notes	Attributable to equity holders of the Company				Sub-total HKD'000	Non- controlling interests HKD'000	Total equity HKD'000
	Share capital HKD'000	Share premium HKD'000	Reserve HKD'000	Retained earning/ (accumulated losses) HKD'000			
<b>Balance at 1 January 2020</b>	–	691,000	(592,532)	140,226	238,694	(634)	238,060
<b>Total comprehensive loss for the year</b>							
Loss for the year	–	–	–	(131,144)	(131,144)	(5,216)	(136,360)
Other comprehensive income for the year	28	–	8,210	–	8,210	(354)	7,856
		–	8,210	(131,144)	(122,934)	(5,570)	(128,504)
<b>Transactions with equity holders of the Company:</b>							
Capitalisation of share premium	3,000	(3,000)	–	–	–	–	–
Issuance of ordinary shares	1,000	171,232	–	–	172,232	–	172,232
Dividends and distribution	–	–	–	(20,000)	(20,000)	–	(20,000)
Appropriation to reserve	28	–	270	(270)	–	–	–
Non-controlling interests recognised upon business combination	37	–	–	–	–	2,122	2,122
		4,000	168,232	270	(20,270)	2,122	154,354
<b>Balance at 31 December 2020</b>		4,000	859,232	(584,052)	(11,188)	(4,082)	263,910

## CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

	Notes	Attributable to equity holders of the Company (Accumulated losses)/ retained earnings				Sub-total HKD'000	Non- controlling interests HKD'000	Total equity HKD'000
		Share capital HKD'000	Share premium HKD'000	Reserve HKD'000	HKD'000			
<b>Balance at 1 January 2021</b>		4,000	859,232	(584,052)	(11,188)	267,992	(4,082)	263,910
<b>Total comprehensive loss for the year</b>								
Profit for the year		-	-	-	32,157	32,157	(526)	31,631
Other comprehensive income for the year	28	-	-	4,328	-	4,328	(233)	4,095
		-	-	4,328	32,157	36,485	(759)	35,726
<b>Transactions with equity holders of the Company:</b>								
Appropriation to reserve	28	-	-	2,772	(2,772)	-	-	-
		-	-	2,772	(2,772)	-	-	-
<b>Balance at 31 December 2021</b>		4,000	859,232	(576,952)	18,197	304,477	(4,841)	299,636

The notes on pages 62 to 141 are an integral part of these consolidated financial statements.

## CONSOLIDATED STATEMENTS OF CASH FLOWS

	<i>Notes</i>	Year ended 31 December	
		2021 HKD'000	2020 HKD'000
<b>Cash flows from operating activities</b>			
Cash generated from operations	36	228,837	391,672
Income tax paid		<u>(14,847)</u>	<u>(9,242)</u>
<b>Net cash generated from operating activities</b>		<u>213,990</u>	<u>382,430</u>
<b>Cash flows from investing activities</b>			
Investment in an unlisted company		(11,700)	–
Investment in deposit with maturity over 3 months		20,027	(90,027)
Purchase of subsidiaries	37	–	(6,660)
Interest income received		855	1,109
Proceeds from disposal of property, plant and equipment		2,647	2,929
Purchase of intangible assets		(1,046)	(2,147)
Purchase of property, plant and equipment		<u>(41,231)</u>	<u>(30,888)</u>
<b>Net cash used in investing activities</b>		<u>(30,448)</u>	<u>(125,684)</u>
<b>Cash flows from financing activities</b>			
Proceed from Initial Public Offering		–	172,232
Proceeds from borrowings		154,899	346,620
Interest paid		(7,214)	(10,834)
Dividends paid to company's shareholders		–	(20,000)
Repayment of loans from related parties		(12,667)	(91,125)
Repayment of borrowings		(340,939)	(287,496)
Loans from related parties		143,378	28,587
Payment for listing fee		–	(1,852)
Payment of lease liabilities		<u>(213,076)</u>	<u>(252,128)</u>
<b>Net cash used in financing activities</b>		<u>(275,619)</u>	<u>(115,996)</u>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<u>(92,077)</u>	<u>140,750</u>
Cash and cash equivalents at beginning of the year		209,639	72,605
Effect on exchange rate difference		<u>(1,671)</u>	<u>(3,716)</u>
<b>Cash and cash equivalents at end of the year</b>	24	<u>115,891</u>	<u>209,639</u>

The notes on pages 62 to 141 are an integral part of these consolidated financial statements.

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 1 GENERAL INFORMATION

Forward Fashion (International) Holdings Company Limited (the “**Company**”) was incorporated in the Cayman Islands on 16 May 2019. The address of the Company’s registered office is Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman, KY1-1111, Cayman Islands.

The Company is an investment holding company and its subsidiaries (together the “**Group**”) are principally engaged in the retail of fashion apparel of international brands ranging from established designer label brands, popular global brands to up-and-coming brands through our multi-brand and multi-store business model (the “**Business**”) in Mainland China, Macau, Hong Kong and Taiwan.

The ultimate holding company of the Company is Gold Star Fashion Limited, a company incorporated in the British Virgin Islands (the “**BVI**”) and is wholly-owned by Mr. Fan Wing Ting (“**Mr. Fan**”), the ultimate controlling shareholder (the “**Controlling shareholder**”) of the Group.

The shares of the Company have been listed on the Main Board of the Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) since 13 January 2020.

The financial statements for the year ended 31 December 2021 are presented in Hong Kong dollars (“**HKD**”) and all values are rounded to the nearest thousand (HKD’000), unless otherwise stated. The financial statements for the year ended 31 December 2021 have been approved for issue by the board of directors of the Company (the “**Board**”) on 30 March 2022.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This note provides a list of the significant accounting policies adopted in the preparation of these consolidated financial statements. These policies have been consistently applied to all the periods presented, unless otherwise stated.

### 2.1 Basis of preparation

(i) Compliance with IFRS and Hong Kong Companies Ordinance

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (“**IFRS**”) issued by International Accounting Standards Board (“**IASB**”) and requirements of the Hong Kong Companies Ordinance Cap. 622.

(ii) Historical cost convention

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial liabilities – measured at fair value
- investment in insurance contracts – measured at cash surrender value.
- investment in an unlisted company – measured at fair value

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.1 Basis of preparation (Cont'd)

(iii) Amended standards adopted by the Group

The Group has applied the following amendment for the first time for their annual reporting period commencing 1 January 2021:

- *Interest Rate Benchmark Reform – Phase 2 – amendments to HKFRS 9, HKAS 39, HKFRS 7, HKFRS 4 and HKFRS 16*

The Group also elected to adopt the following amendments early.

- *Annual Improvements to HKFRS Standards 2018–2020 Cycle*

Most of the amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

(iv) New and amended standards, improvement, interpretation and accounting guideline which are not yet effective and have not been early adopted by the Group

The following new and amended standards, improvement, interpretation and accounting guideline have been issued but are not effective for the year and have not been early adopted by the Group.

		<b>Effective for annual periods beginning on or after</b>
HKFRS 16 (Amendments)	Covid-19 Related Rent Concessions beyond 2021	1 April 2021
Annual improvements project (Amendments)	Annual Improvements to HKFRSs 2018–2020	1 January 2022
HKFRS 3, HKAS 16 and HKAS 37 (Amendments)	Narrow-scope Amendments	1 January 2022
AG 5 (Revised)	Revised Accounting Guideline 5 – Merger Accounting for Common Control Combinations	1 January 2022
HKAS 1 (Amendments)	Classification of Liabilities as Current or Non-current	1 January 2023
HKAS 1 and HKFRS Practice Statement 2 (Amendments)	Disclosure of Accounting Policies	1 January 2023
HKAS 12 (Amendments)	Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1 January 2023
HKAS 8 (Amendments)	Definition of Accounting Estimates	1 January 2023
HKFRS 17	Insurance Contracts	1 January 2023
HKFRS 17 (Amendments)	Amendments to HKFRS 17	1 January 2023
Hong Kong Interpretation 5 (2020)	Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	1 January 2023
HKFRS 10 and HKAS 28 (Amendments)	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

Certain new and amended standards, improvement, interpretation and accounting guideline have been published that are not mandatory for 31 December 2021 reporting periods and have not been early adopted by the Group. These new and amended standards, improvement, interpretation and accounting guideline are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.2 Principles of consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, 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. Subsidiaries are consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for business combinations by the Group (refer to Note 2.4).

Inter-company transactions, balances and unrealised gains/losses on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss, statement of comprehensive income, statement of changes in equity and balance sheet respectively.

#### 2.3 Business combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the:

- fair values of the assets transferred
- liabilities incurred to the former owners of the acquired business
- equity interests issued by the Group
- fair value of any asset or liability resulting from a contingent consideration arrangement, and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.3 Business combinations (Cont'd)

The excess of the:

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions. Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in profit or loss.

#### 2.4 Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount of the investee's net assets including goodwill in the consolidated financial statements.

#### 2.5 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker ("CODM"). The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the executive directors of the Group.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.6 Foreign currency translation

##### (i) Transactions and balances

The consolidated financial statements are presented in HKD, which is the Company's functional currency and presentation currency. Each entity in the Group determines its own functional currency and items included in the consolidated financial statements of each entity are measured using the currency of the primary economic environment in which the entity operates. The Company's primary subsidiaries were incorporated in the PRC, Macau and Hong Kong, and these subsidiaries considered Renminbi ("RMB"), Macau Patacas ("MOP") and HKD as their functional currency, respectively.

##### (ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statements of profit or loss.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of profit or loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit or loss on a net basis within other gains/(losses).

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss and translation differences on non-monetary assets such as equities classified as fair value through other comprehensive income are recognised in other comprehensive income.

##### (iii) Group companies

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each statement of position presented are translated at the closing rate at the date of that statement of financial position;
- income and expenses for each consolidated statement of profit or loss are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions); and
- all resulting currency translation differences are recognised in other comprehensive income/(loss).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.6 Foreign currency translation (Cont'd)

##### (iii) Group companies (Cont'd)

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

#### 2.7 Property, plant and equipment

Property, plant and equipment are stated at historical cost less depreciation and accumulated impairment.

Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the asset will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the consolidated statements of profit or loss during the periods in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives.

	Estimated useful lives or remaining lease terms, whichever is shorter
Leasehold improvements	
Building	50 years
Vehicle	5 years
Office furniture and equipment	3–5 years
Computer and electric equipment	3–4 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2.9).

Gains and losses on disposal are determined by comparing the proceeds with the carrying amounts. These are included in the consolidated statements of profit or loss.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.8 Intangible assets

##### (i) Software

Costs associated with maintaining the software programs are recognised as an expense as incurred. Separately acquired software are shown at historical cost. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

##### (ii) License rights

License rights have a definite useful life and are carried at cost less accumulated amortisation and accumulated impairment losses, if any. They are initially measured at fair value of the consideration given to acquire at the time of the acquisition. The consideration given represents the capitalised present values of the fixed minimum periodic payments to be made in subsequent years in respect of the acquisition of the license rights.

##### (iii) Goodwill

Goodwill is measured as described in Note 2.4. Goodwill on acquisitions of subsidiaries is included in intangible assets. Goodwill is not amortised but it is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purposes, being the operating segments.

##### (iv) Trademarks

Trademark acquired in a business combination is recognised at fair value at the acquisition date. It has an indefinite useful life because it is expected to contribute to net cash inflows indefinitely. Therefore, the trademark would not be amortised until its useful life is determined to be finite. It would be tested for impairment annually or whenever there is an indication that it may be impaired.

The Group amortises intangible assets with a limited useful life using the straight-line method over the following periods:

Software	4–5 years
License rights	3–7 years

The useful life of license rights are determined based on the contract term of the license granted to the Group.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.9 Impairment of non-financial assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

#### 2.10 Investments and other financial assets

##### (i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through OCI or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

##### (ii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

##### (iii) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.10 Investments and other financial assets (Cont'd)

##### (iii) Measurement (Cont'd)

###### Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in profit or loss using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss.
- **FVOCI:** Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in other income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains/(losses) and impairment expenses are presented as separate line item in the statement of profit or loss.
- **FVPL:** Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

###### Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the statement of profit or loss as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.10 Investments and other financial assets (Cont'd)

##### (iv) Impairment

The Group has the following types of financial assets subject to expected credit loss model:

- trade receivables for sales of goods or provision of services;
- other receivables and deposits;
- restricted cash;
- Term deposits with initial term of over three months; and
- cash and cash equivalents.

While cash and cash equivalents, term deposits and restricted cash are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

The Group assesses on a forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Group applies the simplified approach permitted by IFRS 9, which requires lifetime expected credit losses to be recognised from initial recognition of the receivables.

Impairment of other receivables and amount due from related parties is measured as either 12-month expected credit losses or lifetime expected credit loss, depending on whether there has been a significant increase in credit risk since initial recognition. If a significant increase in credit risk of a receivable has occurred since initial recognition, then impairment is measured as lifetime expected credit losses.

#### 2.11 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statements of financial position where the Group currently has a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The Group does not have any offsetting financial instruments for the years.

#### 2.12 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the weighted average method. Inventories consist mainly of retail goods and the net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### *2.13 Trade and other receivables*

Trade receivables are amounts due from customers for services performed or merchandise sold in the ordinary course of business. Majority of other receivables are rental deposits, staff advance and value-added tax recoverable. If collection of trade and other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method, less provision for impairment. See Note 3.1 for a description of the Group's impairment policy for trade and other receivables.

#### *2.14 Cash and cash equivalents*

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents includes cash at bank and in hand, and term deposits with financial institutions that with original maturity less than 3 months are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

#### *2.15 Share capital*

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### *2.16 Trade and other payables*

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

#### *2.17 Borrowings and borrowing cost*

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the consolidated statement of profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### *2.18 Current and deferred income tax*

The tax expense or credit for the period is the tax payable or recoverable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

##### Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the company and its subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

##### Deferred income tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the Company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis, or to settle the asset and settle the liability simultaneously.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.19 Employee benefits

(i) Short-term benefit obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulated sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees rendered the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated statements of financial position.

(ii) Pension obligations

In accordance with the rules and regulations in the PRC, the employees of the Group based in the PRC participate in various defined contribution retirement benefit plans organised by the relevant municipal and provincial governments in the PRC under which the Group and the employees are required to make monthly contributions to these plans calculated as a percentage of the employees' salaries, subject to certain ceiling. The municipal and provincial governments undertake to assume the retirement benefit obligations of all existing and future retired employees based in the PRC payable under the plans described above. Other than the monthly contributions, the Group has no further obligation for the payment of retirement and other post retirement benefits of its employees. The assets of these plans are held separately from those of the Group in an independent fund managed by the PRC government. The Group's contributions to these plans are expensed as incurred.

For other defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(iii) Housing funds, medical insurances and other social insurances

The employees of the Group based in the PRC are entitled to participate in various government-supervised housing funds, medical insurance and other employee social insurance plan. The Group contributes on a monthly basis to these funds based on certain percentages of the salaries of the employees, subject to certain ceiling. The Group's liability in respect of these funds is limited to the contributions payable in each period.

(iv) Employee leave entitlement

Employee entitlement to annual leave are recognised when they have accrued to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of each reporting period. Employee entitlements to sick leave and maternity leave are not recognised until the time of leave.

(v) Bonus plan

The expected cost of bonuses is recognised as a liability when the Group has a present legal or constructive obligation for payment of bonus as a result of services rendered by employees and a reliable estimate of the obligation can be made. Liabilities for bonus plans are expected to be settled within 1 year and are measured at the amounts expected to be paid when they are settled.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.20 Provisions

Provisions for legal claims are recognised when the Group has a present legal obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Make good provisions has been recognised for the present value of the estimated expenditure required to remove any leasehold improvements, when the Group is required to restore the leased premises of its retail stores to their original condition at the end of the respective lease terms.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

#### 2.21 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the Group's activities. Revenue is shown net of value-added tax, rebates, returns and discounts and after eliminating sales within the Group. The Group recognises revenue when it transfers control of the goods or services to a customer.

##### (i) Sales of goods – retail

The Group operates a chain of retail outlets for selling a lot of different brands of luxury apparel and accessories. Sales are recognised when the Group sells the apparel and accessories to the customer.

Payment of the transaction price is due immediately when the customer purchases the apparel and accessories and takes delivery in store. Although the end customer has a right of return within 7 days, based on accumulated experience, the returns were insignificant for years and it is highly unlikely that a significant reversal in the cumulative revenue recognised will occur. The validity of this assumption and the estimated amount of returns are reassessed at each reporting date.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.21 Revenue recognition (Cont'd)

##### (ii) Sales of goods – wholesale

The Group sells limited brands of luxury apparel and accessories in the wholesale market. Sales are recognised when control of the apparel and accessories has been transferred, being when the goods are delivered to the wholesaler, the wholesaler has full discretion over the channel and price to sell the goods, and there is no unfulfilled obligation that could affect the wholesalers' acceptance of the goods.

Delivery occurs when the wholesaler has accepted the products in accordance with the sales contract or the Group has objective evidence that all criteria for acceptance have been satisfied.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

Costs to obtain a contract as incurred are expensed as the expected amortisation period is one year or less.

##### (iii) Store management and consignment service

The Group provides store management service to other retail customers over a specific period of time and earns a variable fee calculated based on an agreed percentage of the store turnover. There is no minimum management fee entitled by the Group, e.g. fixed per day. The management fee is recognised and billed to customers based on the actual store turnover in that month. The Group also earns consignment fee as calculated based on a percentage of each sales transaction for sale of consignment goods placed in its retail stores to end customers. The Group has no legal ownership of consignment goods and is an agent to sell the goods for the owners.

As a practical expedient, the Group elects not to disclose the information for remaining performance obligation of store management and consignment service as the contract have an original expected duration of less than one year or the portion with variable consideration.

#### 2.22 Contract liabilities

Certain wholesale customers are required to pay down deposit upon entering into a contract, and such advance payment from customers are classified as contract liabilities and are recognised as revenue at the point in time when the good are transferred to the wholesale customer.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### *2.23 Subsidies and rebates from suppliers, franchisers and shopping malls*

Cash discount and on time payment discounts for purchase from suppliers is recognised as a reduction in cost of inventories or cost of sales when the inventory is sold.

Subsidies from the franchisers for reimbursement of rental and stores decoration without any commitment of future purchases from franchisers are included in other current/non-current liabilities and are credited to profit or loss under "cost of sales" on a straight-line basis over the expected leasing term of related stores or franchise period.

Subsidies from the shopping malls for reimbursement of stores decoration are included in other current/non-current liabilities and are credited to profit or loss under "selling and marketing expenses" on a straight-line basis over the expected leasing term of related stores.

#### *2.24 Derivatives*

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The subsequent changes in fair value are recognised in profit or loss as no derivative is designated as a hedging instrument.

#### *2.25 Leases*

The Group leases various properties. Rental contracts are typically made for fixed periods of 3 to 5 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### 2.25 Leases (Cont'd)

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

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

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs

Payments associated with leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Low-value assets comprise information technology equipment and small items of office furniture with value below HKD10,000.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

#### *2.26 Dividend distribution*

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the entity, on or before the end of the reporting period but not distributed at the end of the reporting period.

#### *2.27 Government grants*

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the consolidated statements of profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to the purchase of property and equipment, and other non-current assets are included in the current liabilities and are credited to consolidated statements of profit or loss on a straight-line basis over the expected lives of the related assets.

#### *2.28 Interest income*

Interest income from financial assets at FVPL is included in the net fair value gains/(losses) on these assets.

Interest income is presented as finance income where it is earned from financial assets that are held for cash management purposes. Any other interest income is included in other income.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

#### *2.29 Investment in insurance contract*

The management life insurance contracts of the Group include both investment and insurance elements. The investment insurance contract is initially recognised at the amount of the premium paid and subsequently carried at the amount that could be realised under the corresponding insurance contract (cash surrender value) at the end of each reporting period, with changes in value being recognised in profit or loss.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk and cash flow and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. Risk management is carried out by the senior management of the Group.

#### 3.1 Financial risk factors

##### (a) Market risk

###### (i) Foreign exchange risk

Foreign exchange risk arises when future commercial transactions or recognised assets and liabilities are denominated in a currency that is not the Group entities' functional currency. The functional currency of the Company is HKD whereas functional currency of the subsidiaries operate in the PRC is RMB and the subsidiaries operate in Macau is MOP. The Group manages its foreign exchange risk by performing regular reviews of the Group's net foreign exchange exposures and tries to minimise these exposures through natural hedges, wherever possible and may enter into forward foreign exchange contracts, when necessary.

The Group's subsidiaries in PRC operate mainly in PRC with most of the transactions settled in RMB. Management considers that the business is not exposed to any significant foreign exchange risk as there are no significant financial assets or liabilities that are denominated in the currencies other than RMB.

The Group's Hong Kong and Macau subsidiaries are exposed to foreign exchange risk arising from recognised financial assets and liabilities denominated in USD and EUR. For the years ended 31 December 2021, if HKD had strengthened/weakened by 5% against USD and EUR with all other variables held constant, post-tax profit for the years would have been approximately HKD712,000 higher/lower (2020: HKD3,168,000 higher/lower), and HKD1,443,000 higher/lower (2020: HKD1,796,000 higher/lower), respectively, mainly as a result of foreign exchange gains on translation of USD-denominated and EUR-denominated borrowings, accounts payable and cash and cash equivalents.

The Group did not hedge against any fluctuation in foreign currencies during the years ended 31 December 2020 and 2021.

###### (ii) Cash flow and fair value interest rate risk

The Group's interest-rate risk arises from borrowings. Borrowings issued at variable rates expose the Group to cash flow interest-rate risk. Borrowings issued at fixed rates expose the Group to fair value interest-rate risk. The Group currently has not used any interest rate swap arrangements but will consider hedging interest rate risk should the need arise.

Other than interest-bearing short-term deposits, the Group has no other significant interest-bearing assets. The directors of the Company do not anticipate there is any significant impact to interest-bearing assets resulted from the changes in interest rates, because the interest rates of short-term deposits are not expected to change significantly.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.1 Financial risk factors (Cont'd)

##### (a) Market risk (Cont'd)

##### (ii) Cash flow and fair value interest rate risk (Cont'd)

For the years ended 31 December 2020 and 2021, if the floating interest rate on borrowings had been higher/lower by 0.5% with all other variables held constant, the post-tax profit would have changed mainly as a result of higher/lower interest expenses on floating rate borrowings. Details of changes are as follows:

	Year end 31 December	
	2021	2020
	HKD'000	HKD'000
(Decrease)/increase in post-tax profit		
– 0.5% higher	(224)	(909)
– 0.5% lower	224	909

The interest rates and terms of repayment of borrowings of the Group are disclosed in Note 28.

##### (b) Credit risk

Credit risk arises from cash and cash equivalents, term deposits with initial term of over three months, restricted cash, trade receivables and other receivables and deposits.

##### (i) Risk management

To manage this risk, deposits are mainly placed with state-owned financial institutions in the PRC and reputable international financial institutions outside the PRC. There has been no recent history of default in relation to these financial institutions.

For cash and cash equivalents (excluding cash on hand) and deposits with banks, they are all deposited or traded with reputable banks. The Group has not incurred significant loss from non-performance by these parties in the past and management does not expect so in the future.

For trade receivables, the Group has policies in place to ensure that sale of goods are made to customers with an appropriate credit history. It also has other monitoring procedures to ensure that follow-up action is taken to recover overdue debts. In addition, the Group reviews regularly the recoverable amount of each individual receivable to ensure that adequate impairment losses are made for irrecoverable amounts.

For other receivables and amount due from related parties, management makes periodic collective assessments as well as individual assessment on the recoverability of other receivables and amount due from related parties. Based on historical settlement records and past experience, the directors of the Company believe that there is no material credit risk inherent in the Group's outstanding balances of other receivables and amount due from related parties.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.1 Financial risk factors (Cont'd)

##### (b) Credit risk (Cont'd)

##### (ii) Impairment of financial assets

Cash and cash equivalents (excluding cash on hand), term deposits with initial term of over three months, restricted cash, trade receivables, and other receivables and deposits are subject to the expected credit loss ("ECL") model.

Impairment of cash and cash equivalents and deposits in banks

While cash and cash equivalents and deposits in banks, are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

Impairment of trade receivables

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and ageing. The expected loss rates are based on the ageing profiles of trade receivable. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

On that basis, the loss allowance as at 31 December 2021 was determined as follows for trade receivables:

<b>31 December 2021</b>	<b>Within 3 months</b>	<b>Over 3 months and within 6 months</b>	<b>Over 6 months and within 1 year</b>	<b>Over 1 year</b>	<b>Total</b>
Expected loss rate	0.34%	0.57%	14.02%	100%	
<b>Gross carrying amount (HKD'000)</b>					
– Trade receivables	48,401	1,052	592	425	50,470
<b>Loss allowance (HKD'000)</b>					
– Trade receivables	(165)	(6)	(83)	(425)	(679)
<b>31 December 2020</b>					
Expected loss rate	0.33%	0.49%	13.63%	100%	
<b>Gross carrying amount (HKD'000)</b>					
– Trade receivables	55,545	326	501	304	56,676
<b>Loss allowance (HKD'000)</b>					
– Trade receivables	(184)	(2)	(68)	(304)	(558)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.1 Financial risk factors (Cont'd)

##### (b) Credit risk (Cont'd)

##### (ii) Impairment of financial assets (Cont'd)

##### Impairment of trade receivables (Cont'd)

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
<b>Trade receivables</b>		
<b>Opening loss allowance at 1 January</b>	<b>558</b>	–
Increase in loan loss allowance recognised in profit or loss during the year	<b>121</b>	558
	<hr/>	<hr/>
<b>Closing loss allowance at 31 December</b>	<b>679</b>	558

Trade receivables is written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where receivables have been written off, the Group continues to engage in enforcement activity to attempt to recover the receivable due. Impairment losses on trade receivables and contract assets are presented as net impairment losses charged against operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

##### Impairment of other receivables and deposits

Management considers that the credit risk has not increased significantly since initial recognition with reference to the counterparty historical default rate and current financial position. The impairment provision is determined based on the 12-month expected credit loss which is immaterial and no loss allowance was made as at 31 December 2021 and 2020.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.1 Financial risk factors (Cont'd)

##### (c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and cash equivalents. Due to the dynamic nature of the business of the Group, the policy of the Group is to regularly monitor the Group's liquidity risk and to maintain adequate cash and cash equivalents to meet the Group's liquidity requirements.

The table below set out the Group's financial liabilities grouped into relevant maturity groupings based on their contractual maturity dates. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Less than 1 year HKD'000	Between 1 year and 2 years HKD'000	Between 2 years and 5 years HKD'000	Over 5 years HKD'000	Total HKD'000	Carrying amount HKD'000
<b>As of 31 December 2021</b>						
Trade and other payables (excluding other taxes payable, salaries payable)	107,548	1,295	13,209	-	122,052	122,052
Amount due to related parties	190,666	-	-	-	190,666	190,666
Borrowings	72,657	85	1,697	63,478	137,917	129,596
Lease liabilities	155,738	75,411	48,645	-	279,794	267,441
	<b>526,609</b>	<b>76,791</b>	<b>63,551</b>	<b>63,478</b>	<b>730,419</b>	<b>709,755</b>
<b>As of 31 December 2020</b>						
Trade and other payables (excluding other taxes payable, salaries payable)	148,368	2,590	12,832	-	163,790	163,790
Amount due to related parties	61,939	-	-	-	61,939	60,818
Borrowings	211,722	40,643	33,307	56,279	341,951	315,130
Lease liabilities	175,726	105,979	48,896	-	330,601	315,818
	<b>597,755</b>	<b>149,212</b>	<b>95,035</b>	<b>56,279</b>	<b>898,281</b>	<b>855,556</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.2 Capital Management

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

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholder, issue new shares or sell assets to reduce debt.

The Group monitors capital on basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowing, lease liabilities, loan from third parties and loan from related parties less cash and cash equivalents. Total capital is calculated as "equity" as shown in the consolidated statements of financial position plus net debts. For the years ended 31 December 2020 and 2021, the gearing ratio of the Group were as follows:

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
Net debt ( <i>Note 36</i> )	439,685	449,137
Total capital	739,321	713,047
	<hr/>	
<b>Gearing ratio</b>	<b>59%</b>	<b>63%</b>
	<hr/>	

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.3 Fair value estimation

##### (i) Fair value hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its financial instruments into the three levels prescribed under the accounting standards. An explanation of each level follows underneath the table.

<b>Recurring fair value measurements At 31 December 2021</b>	<b>Level 3 HKD'000</b>
<b>Financial assets</b>	
Equity security – an unlisted company	11,700
Financial assets at fair value through other comprehensive income (FVOCI)	11,700
<b>Financial liabilities</b>	
Call option	1,444
Financial liabilities at fair value through profit or loss	1,444
 <b>Recurring fair value measurements At 31 December 2020</b>	
	Level 3 HKD'000
<b>Financial liabilities</b>	
Call option	5,026
Contingent consideration	2,970
Financial liabilities at fair value through profit or loss	7,996

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.3 Fair value estimation (Cont'd)

(i) Fair value hierarchy (Cont'd)

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period.

Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and equity securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in level 1.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities.

(ii) Valuation techniques used to determine fair values

Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices
- the Monte Carlo simulation
- discounted cash flow analysis

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.3 Fair value estimation (Cont'd)

(iii) Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 items for the years ended 31 December 2020 and 2021:

	Call option HKD'000	Contingent consideration HKD'000	Investment in an unlisted company HKD'000	Total
<b>Opening balance as at 1 January 2020</b>	5,883	–	–	5,883
Acquisition	–	2,517	–	2,517
(Gains)/losses recognised in other (losses)/gains (Note 7)	(857)	453	–	(404)
<b>Closing balance as at 31 December 2020</b>	5,026	2,970	–	7,996
Acquisition	–	–	11,700	11,700
(Gains)/losses recognised in other gains (Note 7)	(3,582)	(2,970)	–	(6,552)
<b>Closing balance as at 31 December 2021</b>	<b>1,444</b>	<b>–</b>	<b>11,700</b>	<b>13,144</b>
Net unrealised gains for the year 2021	(3,582)	(2,970)	–	(6,552)
Net unrealised (gains)/losses for the year 2020	(857)	453	–	(404)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.3 Fair value estimation (Cont'd)

##### (iv) Valuation processes

The finance department of the Group includes a team that performs the valuations of non-property items required for financial reporting purposes, including level 3 fair values. This team reports directly to the chief financial officer (CFO). Discussions of valuation processes and results are held between the CFO and the valuation team at least once every year. External valuation experts will be involved when necessary.

The main level 3 inputs used by the Group are derived and evaluated as follows:

- Discount rates for financial assets and financial liabilities are determined using a capital asset pricing model to calculate a post-tax rate that reflects current market assessments of the time value of money and the risk specific to the asset or liability.
- Enterprise value (EV)/Earnings before interest, taxes, depreciation and amortisation (EBITDA) multiples are based on the information of comparable companies.
- Drift rates of EBITDA multiples are estimated based on the entity's knowledge of the business and how the current economic environment is likely to impact it.
- EBITDA multiples and EBITDA volatilities are based on the respective historical measures of comparable companies.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.3 Fair value estimation (Cont'd)

(v) Valuation inputs and relationships to fair value

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements (see (ii) above for the valuation techniques adopted):

Description	Fair value at 31 December		Unobservable inputs	As at 31 December		Relationship of unobservable inputs to fair value	Sensitivity analysis
	2021	2020		2021	2020		
	HKD'000	HKD'000		HKD'000	HKD'000		
Financial liabilities at fair value through profit/loss	<b>1,444</b>	7,996	Discount rate	<b>16.5%</b>	16.5%	The higher the discount rate, the lower the fair value.	As at 31 December 2021, an increase in the discount rate by 100 bps would decrease the FV by approximately HKD29,000. (2020: HKD149,000)
			Annualized EBITDA Drift	<b>7%</b>	20%	The higher the annualized EBITDA Drift, the higher the fair value.	As at 31 December 2021, an increase in the annualized EBITDA drift by 5% would increase the FV by approximately HKD51,000. (2020: HKD728,000)
							As at 31 December 2021, a decrease in the annualized EBITDA drift by 5% would decrease the FV by approximately HKD200,000. (2020: HKD777,000)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.3 Fair value estimation (Cont'd)

##### (v) Valuation inputs and relationships to fair value (Cont'd)

Description	Fair value at 31 December		Unobservable inputs	As at 31 December		Relationship of unobservable inputs to fair value	Sensitivity analysis
	2021	2020		2021	2020		
	HKD'000	HKD'000		HKD'000	HKD'000		
			EBITDA multiple	5	7.0	The higher the EV/EBITDA multiple, the higher the fair value.	As at 31 December 2021, an increase in the EV/EBITDA multiple by 1.0 would increase the FV by approximately HKD243,000. (2020: HKD815,000)
							As at 31 December 2021, a decrease in the EV/EBITDA multiple by 1.0 would decrease the FV by approximately HKD454,000. (2020: HKD916,000)
			EV/EBITDA volatility	70%	40%	The higher the EV/EBITDA volatility, the higher the fair value.	As at 31 December 2021, an increase in the EV/EBITDA volatility by 10% would increase the FV by approximately HKD254,000. (2020: HKD500,000)
							As at 31 December 2021, a decrease in the EV/EBITDA volatility by 10% would decrease the FV by approximately HKD88,000. (2020: HKD149,000)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 3 FINANCIAL RISK MANAGEMENT (Cont'd)

#### 3.3 Fair value estimation (Cont'd)

##### (v) Valuation inputs and relationships to fair value (Cont'd)

Description	Fair value at 31 December		Unobservable inputs	As at 31 December		Relationship of unobservable inputs to fair value	Sensitivity analysis
	2021	2020		2021	2020		
	HKD'000	HKD'000		HKD'000	HKD'000		
Financial asset at fair value through other comprehensive income ("FVOCI")	<b>11,700</b>	–	Discount rate	<b>25%</b>	–	The higher the discount rate, the lower the fair value.	As at 31 December 2021, an increase in the discount rate by 100 bps would decrease the FV by approximately HKD 1,066,000. (2020: nil)
							As at 31 December 2021, a decrease in the discount rate by 100 bps would increase the FV by approximately HKD 1,158,000. (2020: nil)
			Terminal growth rate	<b>3%</b>	–	The higher the terminal growth rate, the higher the fair value.	As at 31 December 2021, an increase in the terminal growth rate drift by 1% would increase the FV by approximately HKD 271,000. (2020: nil)
							As at 31 December 2021, a decrease in the terminal growth rate drift by 1% would decrease the FV by approximately HKD 286,000. (2020: nil)

*Note:* the EBITDA volatility is not a sensitive input.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 4 CRITICAL ESTIMATES AND JUDGEMENTS

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the group's accounting policies.

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

#### (a) *Net realisable value of inventories*

The Group makes provision for inventories based on an assessment of the net realisable value, which was determined based upon ageing analysis of the inventories focusing on seasonality and market conditions. Provision for inventories is recorded where events or changes in circumstances indicate that the carrying amount of inventories will not be fully realised. The identification and quantification of inventory provisions requires the use of judgement and estimates. These estimates are based on the current market condition and the historical experience of selling products of similar nature. It could change significantly as a result of changes in economic conditions in places where the Group operates and changes in customer taste and competitor actions in response to changes in market conditions. Where the outcomes are different from the original estimates, such differences will impact the carrying value of inventories and write-downs of inventories in the year in which such estimates have been changed. Management reassesses these estimates at the end of each period.

#### (b) *Impairment on property, plant and equipment and right-of-use assets*

At the end of each period, the Group reviews the internal and external sources of information to identify indications that property, plant and equipment and right-of-use assets may be impaired. The Group considered each retail store to be a cash generating unit ("CGU") and determined the recoverable amount of a CGU using the value in use model. Management judgment is required in the area of impairment on property, plant and equipment and right-of-use assets, particularly in assessing whether: (1) an event has occurred that may affect asset values; (2) the carrying value of an asset can be supported by the net present value of future cash flows from the asset using estimated cash flow projections; and (3) the cash flow is discounted using an appropriate rate. An impairment loss of property, plant and equipment and right-of-use assets is established when there is objective evidence that the carrying amount of property, plant and equipment and right-of-use assets exceeds its recoverable amount.

The Group has material operational leasehold improvements and right-of-use assets used in the retail stores which are subject to impairment test when there is impairment indicator. In assessing whether there is any indication that an asset might be impaired, management considers both the external and internal sources of information including that trading performance of the retail stores is below expectation. Management has performed discounted cash flow analysis on the retail stores with impairment indicators and the recoverable amounts were determined based on value-in-use calculations of these retail stores. Key assumptions used in the calculations including the revenue growth rate, gross margin, store costs such as rent, payroll costs and general operating costs and discount rate.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 4 CRITICAL ESTIMATES AND JUDGEMENTS (Cont'd)

#### (c) *Current and deferred income taxes*

The Group is subject to income taxes in certain jurisdictions. Significant judgement is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

For temporary differences which give rise to deferred tax assets, the Group assesses the likelihood that the deferred income tax assets could be recovered. Deferred tax assets are recognised based on the Group's estimates and assumptions that they will be recovered from taxable income arising from continuing operations in the foreseeable future.

#### (d) *Fair value measurement of financial instruments*

The fair value assessment of financial instruments that are measured at level 3 fair value hierarchy requires significant estimates, which include annualised EBITDA drift, annualised EBITDA volatility, EV/EBITDA multiple, EV/EBITDA volatility, discount rate and other assumptions. Changes in these assumptions and estimates could materially affect the respective fair value of these financial instruments.

### 5 SEGMENT INFORMATION

The Group is principally engaged in the retailing and wholesale of luxury and fashion clothes and products in the PRC, Macau, Hongkong and other places. The performance of the Group's retail stores is subject to seasonal fluctuations and certain holiday seasons.

The Group's business activities, for which discrete financial statements are available, are regularly reviewed and evaluated by the CODM. The CODM considers the business from geographic perspective and assesses the performance of the geographical segments mainly based on segment revenues and segment result. Assets and liabilities are regularly reviewed on a consolidated basis.

The revenues from external customers reported to CODM are measured as segment revenues, which are the revenues derived from customers of each segment.

Segment result is equal to revenue from external customers deducted by cost of sales and selling and marketing expenses from each segment.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 5 SEGMENT INFORMATION (Cont'd)

The segment information for the years ended 31 December 2020 and 2021 are as follows:

	Year ended 31 December 2021			
	Mainland China HKD'000	Macau HKD'000	HK and others HKD'000	Total HKD'000
Segment revenue	557,952	588,665	125,711	1,272,328
Inter-segment revenue	(8,412)	(2,854)	(32,755)	(44,021)
Revenue from external customers	549,540	585,811	92,956	1,228,307
Cost of sales	(269,819)	(266,780)	(40,588)	(577,187)
Selling and marketing expenses	(194,905)	(243,736)	(56,683)	(495,324)
Segment result	84,816	75,295	(4,315)	155,796
General and administrative expenses				(116,797)
Other income				10,780
Other gains – net				17,775
Finance income				855
Finance costs				(21,292)
Finance costs – net				(20,437)
<b>Profit before income tax expenses</b>				47,117
Income tax expense				(15,486)
<b>Profit for the year</b>				<b>31,631</b>
Depreciation and amortisation	(59,910)	(135,881)	(39,521)	(235,312)
(Provision for)/reversal of provision for impairment of property, plant and equipment, right-of-use assets and intangible assets	(538)	(5,434)	(7,963)	(13,935)
Reversal of provision for/(provision for) impairment of inventories	1,388	10,573	(76)	11,885
Segment non-current assets	120,002	305,446	55,803	481,251
Segment current assets	202,361	393,579	52,181	648,121

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 5 SEGMENT INFORMATION (Cont'd)

	Year ended 31 December 2020			
	Mainland China HKD'000	Macau HKD'000	HK and others HKD'000	Total HKD'000
Segment revenue	455,248	387,280	96,684	939,212
Inter-segment revenue	(7,538)	(4,359)	(42,852)	(54,749)
	<hr/>			
Revenue from external customers	447,710	382,921	53,832	884,463
	<hr/>			
Cost of sales	(230,872)	(230,680)	(26,625)	(488,177)
Selling and marketing expenses	(176,128)	(211,225)	(36,351)	(423,704)
	<hr/>			
Segment result	40,710	(58,984)	(9,144)	(27,418)
	<hr/>			
General and administrative expenses				(92,521)
Other income				12,057
Other losses				(1,217)
Finance income				1,109
Finance costs				(25,885)
Finance costs – net				(24,776)
	<hr/>			
<b>Loss before income tax expenses</b>				(133,875)
Income tax expense				(2,485)
	<hr/>			
<b>Loss for the year</b>				<b>(136,360)</b>
	<hr/>			
Depreciation and amortisation	(71,595)	(196,762)	(27,455)	(295,812)
Provision for impairment of property, plant and equipment and right-of-use assets	(6,475)	(14,878)	–	(21,353)
Provision for impairment of inventories	(1,439)	(4,964)	(410)	(6,813)
	<hr/>			
Segment non-current assets	119,134	350,021	62,793	531,948
Segment current assets	214,476	332,234	201,605	748,315
	<hr/>			

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 5 SEGMENT INFORMATION (Cont'd)

#### (a) Revenue by business line and nature

	Year ended 31 December	
	2021	2020
	HKD'000	HKD'000
Retail	1,192,551	867,625
Store management and consignment service	21,110	14,361
Wholesale	14,646	2,477
	<hr/>	<hr/>
Total	<b>1,228,307</b>	884,463

#### (b) Timing of Revenue Recognition

	Year ended 31 December	
	2021	2020
	HKD'000	HKD'000
Revenue at a point in time	1,207,197	870,102
Revenue over time	21,110	14,361
	<hr/>	<hr/>
Total	<b>1,228,307</b>	884,463

#### (c) Information about unsatisfied performance obligation

As disclosed in Note 2.21(iii), the Group elects not to disclose the information for remaining performance obligation of contracts as the contracts have an original expected duration of less than one year or the portion with variable consideration as a practical expedient.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 6 OTHER INCOME

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Government grants (a)	<b>2,002</b>	8,861
Subsidy from franchisor on operating loss (b)	<b>8,765</b>	3,161
Others	<b>13</b>	35
	<b>10,780</b>	12,057

(a) Government grants represent subsidies received from government for anti-epidemic assistance.

(b) In 2020 and 2021, franchisors of the Group agreed to grant certain amount of subsidies to the Group in relation to the operating loss of certain stores for the purpose of maintaining long term cooperation relationship.

### 7 OTHER GAINS/(LOSSES) – NET

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Net changes in cash surrender value of investment in insurance contract	<b>1,070</b>	1,125
Elimination of liabilities (a)	<b>44</b>	935
Gains on the derecognition of right-of-use assets and lease liabilities	<b>5,953</b>	1,893
Exchange gains	<b>2,165</b>	2,518
Fair value gains on financial liabilities at fair value through profit or losses – net	<b>6,552</b>	404
Net loss on disposal of property, plant and equipment	<b>(474)</b>	(5,269)
Reversal of provision/(provision) for litigation expenses (b)	<b>2,130</b>	(2,328)
Others	<b>335</b>	(495)
	<b>17,775</b>	(1,217)

(a) It represents the gains due to the elimination of contract liabilities as well as the remission of other payables. The early termination of contract by some counterparty result in the elimination of contract liabilities, and the remission of other payables mainly result from the operating support fund from landlord.

(b) In 2020, a claim was lodged against a subsidiary of the Group by one shopping mall in relation to violation of right of use and occupation agreement. The subsidiary has disclaimed liability and is defending the action. By the date of annual report of 2020, the Group considered it to be probable that the judgement will not be in its favor and has therefore recognised a provision of approximately HKD2.3 million in relation to this claim. During the financial year of 2021, judgement has been handed down and the claim was paid in full.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 8 EXPENSES BY NATURE

	Year ended 31 December	
	2021 HKD'000	2020 HKD'000
Change in inventories	573,866	465,113
Depreciation of right-of-use assets (Note 14)	187,018	229,546
Employee benefit expenses (Note 9)	232,836	178,623
Depreciation of property, plant and equipment (Note 13)	44,050	61,188
Variable lease expenses (Note 14)	44,847	42,118
Utilities and electricity expenses	25,089	24,681
Property management fee	24,790	22,026
Advertising and promotion expenses	22,431	17,192
Payment processing fee	10,822	8,833
Labour cost	5,096	4,346
(Reversal of provision)/provision of inventories impairment	(11,885)	6,813
Provision for impairment loss on trade receivables	121	837
Travelling, entertainment and communication expenses	4,658	3,935
Impairment loss on property, plant and equipment (Note 13)	1,006	5,056
Repair and maintenance	4,892	6,187
Amortisation of intangible assets (Note 15)	4,244	5,078
Delivery expenses	2,578	2,127
Office expenses	5,107	3,785
Impairment loss on right-of-use assets (Note 14)	5,338	16,297
Professional service fees	5,479	4,342
Auditor's remuneration	2,318	3,044
Listing expenses	–	2,025
Rent concession related to Covid-19	(24,056)	(119,081)
Impairment loss on intangible assets (Note 15)	7,591	–
Other expenses	11,072	10,291
	<b>1,189,308</b>	<b>1,004,402</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 9 EMPLOYEE BENEFIT EXPENSES

(a) *Employee benefit expenses are analysed as follows:*

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Salaries, wages and bonuses	<b>209,615</b>	163,585
Pension costs – defined contribution plan	<b>16,285</b>	5,970
Other social security costs, housing benefits and other employee benefits	<b>6,936</b>	9,068
	<b>232,836</b>	178,623

(b) *Five highest paid individuals*

The five individuals whose emoluments were the highest in the Group for the year ended 31 December 2021 include four (2020: four) directors whose emoluments are reflected in the analysis shown in Note 39. The emoluments payable to the remaining one (2020: one) individuals during the year are as follows:

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Basic salaries, housing allowances, share options, other allowances and benefits in kind	<b>1,292</b>	1,114
Contribution to pension scheme	<b>30</b>	25
Total	<b>1,322</b>	1,139

The emoluments fell within the following bands:

	<b>Number of individuals</b>	
	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
HKD1,000,001–1,500,000	<b>1</b>	1

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 10 FINANCE INCOME AND COSTS

	Year ended 31 December	
	2021 HKD'000	2020 HKD'000
Finance income		
– Interest income	855	1,109
Finance costs		
– Interest and finance charges paid/payable for lease liabilities	(14,078)	(15,051)
– Other interest cost	(7,214)	(10,834)
	(21,292)	(25,885)
Finance costs – net	(20,437)	(24,776)

### 11 INCOME TAX EXPENSE

#### (a) Income tax expense

	Year ended 31 December	
	2021 HKD'000	2020 HKD'000
Current income tax	8,415	12,656
Deferred income tax related to the temporary differences	7,071	(10,171)
	15,486	2,485

The Group's principal applicable taxes and tax rates are as follows:

#### Cayman Islands

Under the prevailing laws of the Cayman Islands, the Company is not subject to tax on income or capital gains. In addition, no Cayman Islands withholding tax is payable on dividend payments by the Company to its shareholders.

#### British Virgin Islands

The Group's entities incorporated in the British Virgin Islands are not subject to tax on income or capital gains.

#### Hong Kong

In accordance with the two-tiered profits tax regime, for a subsidiary entitled to this benefit, Hong Kong profits tax was calculated at 8.25% on the first HKD2 million and 16.5% on the remaining balance of the estimated assessable profits for the years ended 31 March 2021 and 2020. For other Hong Kong incorporated subsidiaries, Hong Kong profits tax was calculated at 16.5%.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 11 INCOME TAX EXPENSE (Cont'd)

#### (a) *Income tax expense (Cont'd)*

##### Mainland China corporate income tax (“CIT”)

CIT was made on the estimated assessable profits of the entities within the Group incorporated and operated in Mainland China and was calculated in accordance with the relevant tax rules and regulations of Mainland China. The general CIT rate is 25% for the years ended 31 December 2020 and 2021.

##### Macau

The entities within the Group incorporated and operating in Macau are subject to Macau profits tax at progressive rates ranging from 3% to 9% on the taxable income above MOP 32,000 but below MOP 300,000, and thereafter at a fixed rate of 12%. In addition, a special tax incentive has provided to effect that tax free income threshold amounting to MOP 600,000 for the years ended 31 December 2020 and 2021.

##### Taiwan

The entities within the Group operating in Taiwan are subject to Taiwan profits tax at the rate of 20% for the year ended 31 December 2021.

##### Withholding tax on undistributed profits

According to the relevant tax rules and regulations of the PRC, distribution to foreign investors of profits earned by PRC companies since 1 January 2008 is subject to withholding tax of 5% or 10%, depending on the country of incorporation of the foreign investors' foreign incorporated immediate holding companies.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 11 INCOME TAX EXPENSE (Cont'd)

(b) Numerical reconciliation of income tax expense

	Year ended 31 December	
	2021	2020
	HKD'000	HKD'000
Profit/(loss) before income tax	47,117	(133,875)
Tax calculated at applicable statutory tax rate of respective entities	10,995	(13,420)
Tax preference	8	(16)
Withholding income tax on the profits to be distributed by the group companies in the mainland China	–	(510)
Tax effect of unrecognised tax losses	5,636	15,211
Utilisation of previously unrecognised tax losses	645	(405)
Items not (taxable)/deductible for tax purposes	(1,798)	1,625
Income tax expense	<b>15,486</b>	2,485

The weighted average applicable tax rate is influenced by the change in the profitability of the Group's subsidiaries in the respective regions. There is no change of the tax rate of the respective regions during for the years ended 31 December 2020 and 2021.

### 12 EARNINGS/(LOSSES) PER SHARE

(a) Basic earnings/(losses) per share

Basic earnings/(losses) per share is calculated by dividing the profit/(loss) attributable to equity holders of the Company by the weighted average number of ordinary shares in outstanding during the financial year.

	Year ended 31 December	
	2021	2020
Profit/(loss) attributable to equity holders of the Company (HKD'000)	32,157	(131,144)
Weighted average number of ordinary shares in issue	400,000,000	395,833,333
Basic earnings/(losses) per share (HKD) (note)	<b>0.08</b>	(0.33)

Note: Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year. The weighted average number of shares used for such purpose has been retrospectively adjusted for the effects of the issue of shares in connection with the Reorganisation and the effect of the capitalisation of reserves in January 2021.

(b) No diluted earnings per share is presented as the Group has no dilutive potential ordinary shares during the reporting period.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 13 PROPERTY, PLANT AND EQUIPMENT

	Buildings HKD'000	Leasehold improvements HKD'000	Vehicle HKD'000	Office furniture and equipment HKD'000	Computer and electronic equipment HKD'000	Total HKD'000
<b>At 31 December 2019</b>						
Cost	83,577	275,064	4,128	22,070	12,525	397,364
Accumulated depreciation and impairment provision	(3,645)	(197,909)	(3,128)	(17,129)	(7,362)	(229,173)
Net book amount	79,932	77,155	1,000	4,941	5,163	168,191
<b>Year ended 31 December 2020</b>						
Opening net book amount	79,932	77,155	1,000	4,941	5,163	168,191
Additions	-	43,397	-	69	1,834	45,300
Depreciation	(1,640)	(53,892)	(208)	(2,987)	(2,461)	(61,188)
Impairment provision	-	(5,056)	-	-	-	(5,056)
Exchange differences	-	2,030	-	136	154	2,320
Disposals	-	(6,954)	(516)	(338)	(390)	(8,198)
Net book amount	78,292	56,680	276	1,821	4,300	141,369
<b>At 31 December 2020</b>						
Cost	83,577	292,646	3,172	20,889	13,849	414,133
Accumulated depreciation and impairment provision	(5,285)	(235,966)	(2,896)	(19,068)	(9,549)	(272,764)
Net book amount	78,292	56,680	276	1,821	4,300	141,369
<b>Year ended 31 December 2021</b>						
Opening net book amount	78,292	56,680	276	1,821	4,300	141,369
Additions	-	27,855	-	1,411	2,891	32,157
Depreciation	(1,794)	(37,890)	(72)	(1,644)	(2,650)	(44,050)
Impairment provision	-	(1,006)	-	-	-	(1,006)
Exchange differences	-	1,757	-	36	81	1,874
Disposals	-	(2,935)	-	(43)	(143)	(3,121)
Net book amount	76,498	44,461	204	1,581	4,479	127,223
<b>At 31 December 2021</b>						
Cost	83,577	281,496	2,796	19,870	14,678	402,417
Accumulated depreciation and impairment provision	(7,079)	(237,035)	(2,592)	(18,289)	(10,199)	(275,194)
Net book amount	76,498	44,461	204	1,581	4,479	127,223

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 13 PROPERTY, PLANT AND EQUIPMENT (Cont'd)

As at 31 December 2021, the Group performed impairment test on the property, plant and equipment used in the retail stores with discounted cash flow analysis and recognised impairment loss of approximately HKD1,006,000 (2020: HKD5,056,000).

As at 31 December 2021, a building with carrying amount of approximately HKD59,801,000 is pledged for first mortgage of bank borrowings (2020: HKD61,068,000).

Depreciation of the Group's property, plant and equipment has been recognised in the consolidated statements of profit or loss as follows:

	Years ended 31 December	
	2021	2020
	HKD'000	HKD'000
Selling and marketing expenses	<b>39,835</b>	56,810
Administrative expenses	<b>4,215</b>	4,378
	<b>44,050</b>	61,188

### 14 RIGHT-OF-USE ASSETS

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
Retail stores	<b>232,119</b>	262,799
Vehicle	<b>368</b>	1,481
Office	<b>18,761</b>	21,141
	<b>251,248</b>	285,421

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 14 RIGHT-OF-USE ASSETS (Cont'd)

	<b>Retail stores</b> HKD'000	<b>Vehicle</b> HKD'000	<b>Office</b> HKD'000	<b>Total</b> HKD'000
<b>At 31 December 2019</b>				
Cost	666,175	4,414	30,092	700,681
Accumulated depreciation and impairment	(305,558)	(1,680)	(18,490)	(325,728)
<b>Net book amount</b>	<b>360,617</b>	<b>2,734</b>	<b>11,602</b>	<b>374,953</b>
<b>Year ended 31 December 2020</b>				
Opening net book amount	360,617	2,734	11,602	374,953
Additions	172,641	–	16,443	189,084
Depreciation	(220,731)	(1,253)	(7,562)	(229,546)
Provision for impairment loss	(16,297)	–	–	(16,297)
Early termination	(36,251)	–	–	(36,251)
Exchange differences	2,820	–	658	3,478
<b>Closing net book amount</b>	<b>262,799</b>	<b>1,481</b>	<b>21,141</b>	<b>285,421</b>
<b>At 31 December 2020</b>				
Cost	545,165	4,415	35,129	584,709
Accumulated depreciation and impairment	(282,366)	(2,934)	(13,988)	(299,288)
<b>Net book amount</b>	<b>262,799</b>	<b>1,481</b>	<b>21,141</b>	<b>285,421</b>
<b>Year ended 31 December 2021</b>				
Opening net book amount	<b>262,799</b>	<b>1,481</b>	<b>21,141</b>	<b>285,421</b>
Additions	<b>164,641</b>	–	<b>7,658</b>	<b>172,299</b>
Depreciation	<b>(176,089)</b>	<b>(1,113)</b>	<b>(9,816)</b>	<b>(187,018)</b>
Provision for impairment loss	<b>(5,338)</b>	–	–	<b>(5,338)</b>
Early termination	<b>(14,533)</b>	–	–	<b>(14,533)</b>
Exchange differences	<b>639</b>	–	<b>(222)</b>	<b>417</b>
<b>Closing net book amount</b>	<b>232,119</b>	<b>368</b>	<b>18,761</b>	<b>251,248</b>
<b>At 31 December 2021</b>				
Cost	<b>499,370</b>	<b>4,415</b>	<b>39,691</b>	<b>543,476</b>
Accumulated depreciation and impairment	<b>(267,251)</b>	<b>(4,047)</b>	<b>(20,930)</b>	<b>(292,228)</b>
<b>Net book amount</b>	<b>232,119</b>	<b>368</b>	<b>18,761</b>	<b>251,248</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 14 RIGHT-OF-USE ASSETS (Cont'd)

The statement of profit or loss shows the following amounts relating to leases:

	Years ended 31 December	
	2021	2020
	HKD'000	HKD'000
Expense relating to variable lease payments not included in lease liabilities ( <i>Note 8</i> )	<b>44,847</b>	42,118
Depreciation charge of right-of-use assets	<b>187,018</b>	229,546
Interest expenses (included in finance cost) ( <i>Note 10</i> )	<b>14,078</b>	15,051

The Group leases various properties to operate its businesses and these lease liabilities were measured at net present value of the lease payments during the lease terms that are not yet paid. No extension option and no residual value guarantee are included in such property and equipment leases across the Group.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Some property leases contain variable payment terms that are linked to sales generated from a store. For individual stores, some of lease payments are on the basis of variable payment terms and there is a wide range of sales percentages applied. Variable payment terms are used for a variety of reasons, including minimising the fixed costs base for newly established stores. Variable lease payments that depend on sales are recognised in profit or loss in the period in which the condition that triggers those payments occurs.

A 5% increase in sales across all stores in the Group with such variable lease contracts, for the years ended 31 December 2021 would increase total lease payments by approximately HKD2,242,000, respectively (2020: HKD2,105,900).

The total cash outflows for leases payment including lease liabilities, interest expenses on leases and variable lease payment, for the year ended 31 December 2021 were HKD288,470,000, respectively (2020: HKD278,697,000).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 15 INTANGIBLE ASSETS

	<b>Goodwill</b> <i>(Note 37)</i> HKD'000	<b>Trademark</b> <i>(Note 37)</i> HKD'000	<b>Software</b> HKD'000	<b>License rights</b> HKD'000	<b>Total</b> HKD'000
<b>At 31 December 2019</b>					
Cost	–	–	5,790	10,702	16,492
Accumulated amortisation	–	–	(1,193)	(6,664)	(7,857)
Net book amount	–	–	4,597	4,038	8,635
<b>Year ended 31 December 2020</b>					
Opening net book amount	–	–	4,597	4,038	8,635
Additions	688	7,966	194	6,264	15,112
Amortisation	–	(266)	(1,128)	(3,684)	(5,078)
Disposals	–	–	(2)	–	(2)
Exchange differences	–	–	63	–	63
Net book amount	688	7,700	3,724	6,618	18,730
<b>At 31 December 2020</b>					
Cost	688	7,966	6,071	16,966	31,691
Accumulated amortisation	–	(266)	(2,347)	(10,348)	(12,961)
Net book amount	688	7,700	3,724	6,618	18,730
<b>Year ended 31 December 2021</b>					
Opening net book amount	<b>688</b>	<b>7,700</b>	<b>3,724</b>	<b>6,618</b>	<b>18,730</b>
Additions	–	–	(250)	–	(250)
Amortisation	–	(797)	(1,244)	(2,223)	(4,244)
Disposals	–	–	893	–	893
Provision for impairment loss (Note)	<b>(688)</b>	<b>(6,903)</b>	–	–	<b>(7,591)</b>
Exchange differences	–	–	28	–	28
Net book amount	–	–	<b>3,171</b>	<b>4,395</b>	<b>7,566</b>
<b>At 31 December 2021</b>					
Cost	<b>688</b>	<b>7,966</b>	<b>5,903</b>	<b>16,966</b>	<b>31,523</b>
Accumulated amortisation	<b>(688)</b>	<b>(7,966)</b>	<b>(2,732)</b>	<b>(12,571)</b>	<b>(23,957)</b>
Net book amount	–	–	<b>3,171</b>	<b>4,395</b>	<b>7,566</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 15 INTANGIBLE ASSETS (Cont'd)

Amortisation of the Group's intangible assets has been recognised in the consolidated statements of profit or loss as follows:

	Year ended 31 December	
	2021	2020
	HKD'000	HKD'000
Cost of sales	2,221	3,684
Administrative expenses	2,023	1,394
	<b>4,244</b>	<b>5,078</b>

*Note:* Goodwill and trademark arose from the acquisition of a business engaging in the production, development, import and sale of skincare and cosmetic products business ("**SwissPro business**") during the year ended 31 December 2020 (Note 37). In preparing the consolidated financial statements for the year ended 31 December 2021, the Group determined the impairment assessment on the intangible asset on annual basis by reference from the recoverable amount which is referenced to the external valuer. In the impairment assessment, the Group prepared a cash flow projection for SwissPro Business, in which the revenue generated in 2021 is significantly lower than the projection previously budgeted. The SwissPro business operated for more than one year and made losses during the years. The Group foresee it is uncertain whether the sales target of SwissPro business could be met. As the recoverable amount of SwissPro business was below its carrying amount, an impairment loss in property, plant and equipment and intangible assets of approximately HKD488,000 and HKD7,591,000 (2020: nil) has been recognised in the consolidated statement of profit or loss respectively.

### 16 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

#### (a) Classification of financial assets at fair value through other comprehensive income

On 9 July 2021, the Group made an investment of USD1,500,000 (approximately equivalent to HKD12,000,000) in an unlisted company which is registered in the Cayman Islands. The investment was made by way of a subscription for 1,503,759 shares which represents 1% shareholding of the company. The fair value is within level 3 of the fair value hierarchy (Note 3.3(iii)). During year ended 31 December 2021, there was not material change in the fair value of the investment.

The fair value through other comprehensive income designation was made because the investment is an equity securities which are not held for trading and which the Group has irrevocably elected at initial recognition to recognise in this category. During the year ended 31 December 2021, there was no transfer of any cumulative gain or loss within equity relating to this investment.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 16 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (Cont'd)

(b) *Equity investments at fair value through other comprehensive income*

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
<i>Unlisted equity security – Non-current assets</i>		
Happy (Cayman) Limited	<b>11,700</b>	–
	<b>11,700</b>	–

On disposal of the equity investment, any related balance within the FVOCI reserve is reclassified to retained earnings.

(c) *Fair value and risk exposure*

Information about the methods and assumptions used in determining fair value is provided in Note 3.3.

All of the financial assets at FVOCI are denominated in USD. For an analysis of the sensitivity of the foreign exchange risk, see Note 3(a)(i).

### 17 INVESTMENT IN INSURANCE CONTRACT

	<b>Investment in insurance contract HKD'000</b>
<b>Balance as at 1 January 2020</b>	31,355
Foreign exchange loss	6
Net increase in cash surrender value credited to profit or loss	<u>1,125</u>
<b>Balance as at 31 December 2020</b>	32,486
Foreign exchange gain	167
Net increase in cash surrender value credited to profit or loss	<u>1,070</u>
<b>Balance as at 31 December 2021</b>	<b><u>33,723</u></b>

The investment in insurance contract represents the investments in life insurance product issued by HSBC Life (International) Limited to one director, Ms. Fan Tammy, of the Company, at the amount of USD 4 million (equivalent to approximately HKD31 million). It is pledged for the bank loans of Macau Ieng Nam (a subsidiary of the Group) from the Hongkong and Shanghai Banking Corporation Limited. The effective date of the insurance was 22 September 2015 with a sum insured of USD 11,200,000. A guaranteed minimum crediting rate of 2% applies to the insurance.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 18 DEFERRED INCOME TAX

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority.

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Deferred income tax assets		
– to be recovered after more than 12 months	<b>836</b>	10,092
– to be recovered within 12 months	<b>18,964</b>	17,459
	<b>19,800</b>	27,551
Deferred income tax liabilities		
– to be recovered after more than 12 months	<b>(2,442)</b>	3,556
	<b>17,358</b>	23,995

The net movement on the deferred income tax account is as follows:

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
At beginning of the year	<b>23,995</b>	12,833
(Charged)/credited to consolidated statement of profit or loss ( <i>Note 11</i> )	<b>(7,071)</b>	10,171
Exchange differences	<b>434</b>	991
At end of the year	<b>17,358</b>	23,995

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 18 DEFERRED INCOME TAX (Cont'd)

The movement in deferred income tax assets and liabilities during the period without taking into consideration the offsetting of balances within the same tax jurisdiction is as follows:

#### *Deferred income tax assets*

	Depreciation and amortisation	Inventory- provision	Other current/ non-current liabilities	Lease liabilities	Tax losses	Legal provision	Total
	HKD'000	HKD'000	HKD'000	HKD'000	HKD'000	HKD'000	HKD'000
At 1 January 2020	-	1,913	5,756	60,466	2,627	475	71,237
Charged/(credited) to consolidated statement of profit or loss	26	448	8,380	(11,929)	3,815	(479)	261
Exchange differences	-	143	683	1,063	232	4	2,125
At 31 December 2020 and at 1 January 2021	26	2,504	14,819	49,600	6,674	-	73,623
Charged/(credited) to consolidated statement of profit or loss	26	(447)	(6,916)	(6,473)	(37)	-	(13,847)
Exchange differences	-	63	275	489	126	-	953
At 31 December 2021	52	2,120	8,178	43,616	6,763	-	60,729

#### *Deferred income tax liabilities*

	Withholding tax on undistributed profits	Right-of- use assets	Depreciation and amortisation	Total
	HKD'000	HKD'000	HKD'000	HKD'000
At 1 January 2020		543	55,481	2,380
(Credited)/charged to consolidated statement of profit or loss		(510)	(10,339)	939
Exchange differences		9	930	195
At 31 December 2020		42	46,072	3,514
Credited to consolidated statement of profit or loss		-	(5,579)	(1,197)
Exchange differences		2	436	81
At 31 December 2021		44	40,929	2,398

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 18 DEFERRED INCOME TAX (Cont'd)

#### *Deferred income tax liabilities (Cont'd)*

The Group has the following unrecognised tax losses:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Unused tax losses for which no deferred tax asset has been recognised – without expiration date	<b>42,585</b>	22,437
Unused tax losses for which no deferred tax asset has been recognised – with expiration date	<b>118,388</b>	104,505
Potential tax benefit	<b>24,389</b>	18,108
	<b>185,362</b>	145,050

Tax losses carried forward with expiration date expire in the following years:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
2021	<b>282</b>	282
2022	<b>1,335</b>	1,335
2023	<b>89,494</b>	88,549
2024	<b>463</b>	–
2025	<b>26,814</b>	14,339
	<b>118,388</b>	104,505

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 19 INVENTORIES

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Fashion wears and accessories	<b>267,086</b>	321,728
Electronic devices	<b>4,702</b>	3,598
Skincare and cosmetic products	<b>7,447</b>	3,060
Less: provision for impairment	<b>(18,827)</b>	(30,712)
	<b>260,408</b>	297,674
	<b>234,355</b>	229,577
Inventory measured at net realisable value	<b>26,053</b>	68,097
	<b>260,408</b>	297,674

Provision for impairment was recognised for the amount by which the carrying amount of the inventories exceeds its net realisable value, and was recorded in “cost of sales” in the consolidated statements of profit or loss.

For the year ended 31 December 2021, the cost of inventories recognised as expense and included in “cost of sales” amounted to approximately HKD561,981,000 (2020: HKD471,926,000).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 20 FINANCIAL INSTRUMENTS BY CATEGORY

The Group holds the following financial instruments:

		<b>As of 31 December</b>	
		<b>2021</b>	2020
	<i>Notes</i>	<b>HKD'000</b>	HKD'000
<b>Financial assets</b>			
<b>Financial assets at amortised cost</b>			
Trade receivable	21	49,791	56,118
Other receivables and deposit (excluding value-added tax recoverable)	23	72,741	61,358
Term deposits with initial term of over three months	26	70,000	90,027
Cash and cash equivalents	24	115,891	209,639
Restricted cash	25	26,216	24,892
		<b>334,639</b>	442,034
<b>Financial asset at fair value</b>			
Financial asset at fair value through other comprehensive income	16	11,700	–
		<b>346,339</b>	442,034
<b>Financial liabilities</b>			
<b>Financial liabilities at amortised cost</b>			
Trade and other payables (excluding other taxes payable, salaries payable)	34	122,052	163,790
Amount due to related parties	38	190,666	60,818
Borrowings	29	129,596	315,130
Lease liabilities	30	267,441	315,818
		<b>709,755</b>	855,556
<b>Financial liabilities at fair value</b>			
Financial liabilities at fair value through profit or loss		1,444	7,996
		<b>711,199</b>	863,552

The Group's exposure to various risks associated with the financial instruments is discussed in Note 3. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets mentioned above.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 21 TRADE RECEIVABLE

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
<b>Trade receivables</b>		
Due from third parties	<b>50,470</b>	56,676
Less: provision for impairment of trade receivables	<b>(679)</b>	(558)
	<hr/>	<hr/>
Net trade receivables	<b>49,791</b>	56,118
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The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. The loss allowance increased by approximately HKD121,000 for trade receivables during the current reporting period.

The net trade receivables are denominated in the following currencies:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
RMB	<b>37,112</b>	39,493
MOP	<b>4,643</b>	11,555
HKD	<b>7,634</b>	5,070
TWD	<b>402</b>	–
	<hr/>	<hr/>
	<b>49,791</b>	56,118
	<hr/> <hr/>	<hr/> <hr/>

The credit terms of trade receivables granted by the Group are generally 1–3 months. For the years ended 31 December 2020 and 2021, the ageing analysis of the trade receivables based on invoice date is as follows:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Within 3 months	<b>45,401</b>	55,545
Over 3 months and within 6 months	<b>2,052</b>	326
Over 6 months and within 1 year	<b>2,221</b>	501
Over 1 year	<b>796</b>	304
	<hr/>	<hr/>
	<b>50,470</b>	56,676
	<hr/> <hr/>	<hr/> <hr/>

Due to the short-term nature of the current receivables, their carrying amount is considered to be the same as their fair value.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 22 PREPAYMENTS

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
Included in current assets		
– Prepayments to supplier	<b>47,379</b>	20,426
– Other prepayments	<b>18,515</b>	4,978
	<b>65,894</b>	25,404
Included in non-current assets		
– Prepayments for leasehold improvement and furniture	<b>1,099</b>	309
	<b>66,993</b>	25,713

### 23 OTHER RECEIVABLES AND DEPOSIT

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
Included in current assets		
– Rental deposits	<b>23,811</b>	24,364
– Value-added tax recoverable	<b>6,332</b>	9,285
– Staff advance	<b>852</b>	860
– Others	<b>19,186</b>	10,052
	<b>50,181</b>	44,561
Included in non-current assets		
– Rental deposits	<b>28,892</b>	26,082
	<b>79,073</b>	70,643

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 24 CASH AND CASH EQUIVALENTS

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Cash at bank and in hand	<b>115,891</b>	209,639

Cash and cash equivalents are denominated in the following currencies:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Cash at bank and in hand		
– HKD	<b>66,815</b>	110,373
– RMB	<b>22,227</b>	67,432
– MOP	<b>24,051</b>	24,202
– EUR	<b>582</b>	723
– USD	<b>600</b>	2,273
– TWD	<b>1,616</b>	4,636
	<b>115,891</b>	209,639

### 25 RESTRICTED CASH

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Restricted cash	<b>26,216</b>	24,892

Restricted cash mainly includes the security deposits for issuance of letters of credit by banks denominated in HKD and the security deposits for bank loans denominated in HKD.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 26 TERM DEPOSITS WITH INITIAL TERM OF OVER THREE MONTHS

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Term deposits with initial term of over three months	<b>70,000</b>	90,027

### 27 SHARE CAPITAL

	<b>Number of shares</b>	<b>Nominal value of shares HKD'000</b>	<b>Share premium HKD'000</b>
<b>Ordinary shares Issued and fully paid:</b>			
<b>As at 1 January 2020</b>	600	–	691,000
Issuance of ordinary shares	100,000,000	1,000	171,232
Capitalisation of share premium	299,999,400	3,000	(3,000)
<b>As at 31 December 2020 and 2021</b>	<b>400,000,000</b>	<b>4,000</b>	<b>859,232</b>

On 13 January 2020, the shares of the Company were listed on the Stock Exchange. In connection with the listing completed on 13 January 2020, the Company issued a total of 100,000,000 ordinary shares at a price of HKD2.0 per share for a total proceeds of HKD200,000,000.

Upon completion of the IPO, the Company issued a total of 100,000,000 ordinary shares at par value of HKD0.01 each for cash consideration of HKD2.0 each, and raised gross proceeds of approximately HKD200,000,000. The respective share capital amount was approximately HKD1,000,000 and share premium arising from the issuance was approximately HKD171,232,000, net of the share issuance costs. The share issuance costs paid and payable mainly include share underwriting commissions, lawyers' fees, reporting accountant's fee and other related costs, which are incremental costs directly attributable to the issuance of the new shares. These costs amounting to RMB27,767,000 were treated as a deduction against the share premium arising from the issuance.

On 13 January 2020, a total of 299,999,400 shares were allotted and issued, credited as fully paid, at par to the holder of shares on the register of members of the Company in proportion to their shareholdings by way of capitalisation of the sum of HKD2,999,994 standing to the credit of the share premium account of the Company, and the shares allotted and issued rank pari passu in all respects with the existing issued shares.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 28 RESERVES

	<b>Capital reserve</b>	<b>Statutory reserve</b>	<b>Currency translation differences</b>	<b>Total</b>
	HKD'000	HKD'000	HKD'000	HKD'000
<b>At 1 January 2020</b>	(582,796)	2,600	(12,336)	(592,532)
Transfer to statutory reserves (a)	–	270	–	270
Currency translation differences	–	–	8,210	8,210
<b>At 31 December 2020</b>	<b>(582,796)</b>	<b>2,870</b>	<b>(4,126)</b>	<b>(584,052)</b>
<b>At 1 January 2021</b>	<b>(582,796)</b>	<b>2,870</b>	<b>(4,126)</b>	<b>(584,052)</b>
Transfer to statutory reserves (a)	–	<b>2,772</b>	–	<b>2,772</b>
Currency translation differences	–	–	<b>4,328</b>	<b>4,328</b>
<b>At 31 December 2021</b>	<b>(582,796)</b>	<b>5,642</b>	<b>202</b>	<b>(576,952)</b>

#### (a) Statutory reserve

In accordance with the Companies Laws of the PRC and the stipulated provisions of the articles of association of subsidiaries with limited liabilities in the PRC, appropriation of net profits (after offsetting accumulated losses from prior years) should be made by these companies to their respective Statutory Surplus Reserve Funds and the Discretionary Reserve Funds before distributions are made to the owners. The percentage of appropriation to Statutory Surplus Reserve Fund is 10%. The amount to be transferred to the Discretionary Reserve Fund is determined by the equity owners of these companies. When the balance of the Statutory Surplus Reserve Fund reaches 50% of the registered capital, such transfer needs not to be made. Both the Statutory Surplus Reserve Fund and Discretionary Reserves Fund can be capitalised as capital of an enterprise, provided that the remaining Statutory Surplus Reserve Fund shall not be less than 25% of the registered paid in capital.

Also, in accordance with the Law of the PRC on Enterprises with Foreign Investments and the stipulated provisions of the articles of association of wholly owned foreign subsidiaries in the PRC, appropriation from net profits (after offsetting accumulated losses brought forward from prior years) should be made by these companies to their Respective Reserve Fund. The percentage of net profit to be appropriated to the Reserve Fund is not less than 10% of the net profit. When the balance of the Reserve Fund reaches 50% of the registered capital, such transfer needs not be made. With approvals obtained from respective boards of directors of these companies, the Reserve Fund can be used to offset accumulated deficit or to increase capital.

In addition, in accordance with Macau Commercial Code, the entity incorporated in Macau should set aside a minimum of 25% of the entity's profit after tax to the legal reserve until the balance of the reserve reaches a level equivalent to 50% of the entity's capital.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 29 BORROWINGS

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
<b>Non-current</b>		
Bank loans (a)	<b>30,979</b>	111,741
<b>Current</b>		
Bank loans (a)	<b>85</b>	107,144
Letter of credit loans (b)	<b>98,532</b>	96,245
	<b>98,617</b>	203,389
	<b>129,596</b>	315,130

(a) All borrowings are guaranteed and pledged as shown below:

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
Guaranteed by Mr. Fan and pledged by his properties	<b>21,057</b>	139,894
Guaranteed by Mr. Fan and pledged by his properties and time deposit	<b>50,000</b>	52,450
Guaranteed by Mr. Fan and pledged by his properties, time deposit and insurance contract (Note 17)	<b>20,378</b>	79,511
Pledged by buildings (Note 13)	<b>38,161</b>	43,275
	<b>129,596</b>	315,130

(b) Letter of credit loans represent loans granted by banks in connection with inward cargoes.

(c) The Group's bank borrowings for the years ended 31 December 2020 and 2021 are denominated in the following currencies:

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
RMB	–	17,062
HKD	<b>89,806</b>	252,155
USD	<b>20,378</b>	26,489
EUR	<b>19,412</b>	19,424
	<b>129,596</b>	315,130

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 29 BORROWINGS (Cont'd)

(d) The weighted average effective interest rates at the balance sheet dates are set out as follows:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
Bank borrowings	<b>4.46%</b>	4.40%

(e) The following tables sets forth the ranges of the effective interest rate on our bank borrowings as of the dates indicated:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	%	%
Fixed-rate bank borrowings	<b>4.00–5.88</b> <b>HIBOR+1.75–</b> <b>HIBOR+3.00;</b> <b>LIBOR+1.25–</b> <b>LIBOR+3.00;</b>	4.00–5.00 HIBOR+1.75; LIBOR+1.25;
Floating-rate bank borrowings	<b>3.00–3.88</b>	2.63–3.88

(f) The borrowings were repayable by repayment day as follows:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Within 1 year	<b>98,617</b>	203,389
Between 1 and 2 years	<b>1,077</b>	37,504
Between 2 and 5 years	<b>1,697</b>	27,693
Over 5 years	<b>28,205</b>	46,544
	<b>129,596</b>	315,130

(g) The fair values of the Group's borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short-term nature.

(h) *Compliance with loan covenants*

The Group complied with the financial covenants of its borrowing facilities throughout the reporting period.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 30 LEASE LIABILITIES

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
Current	148,065	166,344
Non-current	119,376	149,474
	<b>267,441</b>	<b>315,818</b>

Liabilities arising from a lease are initially measured on a present value basis. Leases of entities operating in Mainland China are discounted at the rate of 6.0% and leases of entities operating in Macau and Hongkong are discounted at the rate of 3.5%. The finance cost of leases is charged to profit or loss over the lease period at the same rate.

### 31 PROVISIONS

	As of 31 December	
	2021	2020
	HKD'000	HKD'000
<b>Non-current</b>		
Make good provision	4,472	1,934
<b>Current</b>		
Make good provision	4,906	6,443
Legal claim ( <i>Note</i> )	–	2,328
	<b>4,906</b>	<b>8,771</b>
	<b>9,378</b>	<b>10,705</b>

*Note:* In 2020, a claim was lodged against a subsidiary of the Group by one shopping mall in relation to violation of right of use and occupation agreement. The subsidiary has disclaimed liability and is defending the action. By the date of annual report of 2020, the Group considered it to be probable that the judgement will not be in its favor and has therefore recognised a provision of approximately HKD 2.3 million in relation to this claim. During the financial year of 2021, judgement has been handed down and the claim was paid in full.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 32 FINANCIAL LIABILITIES AT FAIR VALUE THROUGH PROFIT OR LOSS

#### *Call option*

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
At the beginning of the year	<b>5,026</b>	5,883
Fair value gains on the financial liabilities at fair value through profit or losses ( <i>Note 3.3</i> )	<b>(3,582)</b>	(857)
	<hr/>	<hr/>
At the end of the year	<b>1,444</b>	5,026

Pursuant to the cooperation arrangement of NB China Limited (“**NB China**”) came into in 2015, a subsidiary of the Group, the Group agrees to grant to the minority shareholder of NB China the right to exercise a first call option of nine percentage of the shares held by the Group in NB China on the seventh year counted from 2015. The price of buy back will be calculated on full year earnings before interest, taxes, depreciation and amortisation (“**EBITDA**”) and basing on a twice multiple of EBITDA (in Hong Kong Dollars). The Group agrees to grant to the minority shareholder of NB China the right to exercise a second call option of the balance or a percentage of the shares held by the Group in NB China on the ninth year counted from 2015. The percentage of the second call option should be discussed by both parties in order to be mutually agreed on the amount of percentage of the number of shares. The price of buy back will be calculated on full year EBITDA and basing on a three and a half times multiple of EBITDA (in Hong Kong Dollars).

The Group designated the call option as financial liabilities at fair value through profit or loss and initially recognised the call option at fair value. In subsequent period, such call option are measured at fair value with changes in fair values recognised in profit or loss. Transactions costs relating to the issuance of the call option is charged to profit or loss immediately.

The fair value of the call option were determined by an independent valuer based on the Monte Carlo Model, with the following key assumption:

	<b>As of</b>	As of
	<b>31 December</b>	31 December
	<b>2021</b>	2020
Annualised EBITDA drift	<b>7.00%</b>	20.00%
Annualised EBITDA volatility	<b>80.00%</b>	30.00%
EV/EBITDA multiple	<b>5</b>	7
EV/EBITDA volatility	<b>70.00%</b>	40.00%
Discount rate	<b>16.50%</b>	16.50%

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 33 OTHER CURRENT AND NON-CURRENT LIABILITIES

	Year ended 31 December	
	2021 HKD'000	2020 HKD'000
At 1 January	71,064	23,022
Receipt (a)	8,122	63,532
Recognised in consolidated statements of profit or loss	(41,009)	(18,226)
Exchange difference	1,098	2,736
	<hr/>	<hr/>
At 31 December	<b>39,275</b>	71,064
	<hr/>	<hr/>
Current	24,882	36,981
Non-current	14,393	34,083

- (a) The other current and non-current liabilities include decoration subsidy received from the franchisors and shopping malls, plus rental support for Bose stores. All the subsidy is amortized on a straight-line basis over the rental periods.

### 34 TRADE AND OTHER PAYABLES

	As of 31 December	
	2021 HKD'000	2020 HKD'000
<b>Current</b>		
Trade payables (a)	77,920	70,389
Salaries payable	49,289	40,054
Variable lease payable	7,018	36,028
Other taxes payable	1,670	3,727
License fee payable	5,251	7,779
Operating support fund (b)	–	2,237
Renovation service fee payables	9,515	17,805
Other payables	7,844	14,130
	<hr/>	<hr/>
	<b>158,507</b>	192,149
	<hr/>	<hr/>
<b>Non-current</b>		
Operating support fund (b)	13,209	12,832
License fee payables (c)	1,295	2,590
	<hr/>	<hr/>
	<b>14,504</b>	15,422
	<hr/>	<hr/>
	<b>173,011</b>	207,571

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 34 TRADE AND OTHER PAYABLES (Cont'd)

- (a) Trade payables primarily represent payables for inventories. The ageing analysis of the trade payables based on invoice date is as follows:

	<b>As of 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Within 3 months	<b>77,683</b>	50,262
Over 3 months and within 1 year	<b>213</b>	20,127
Over 1 year	<b>24</b>	–
	<b>77,920</b>	70,389

- (b) Operating support fund is provided by the shopping malls for the Group to operate its retail stores. The fund shall be repaid upon the earlier of the date when the store meets specific operating condition agreed and the date when the leases expire.
- (c) License fee payables in respect of the acquisition of license rights are initially recognised at fair value of the consideration given to acquire the license at the time of the acquisition, which represent the present values of the fixed minimum periodic payments to be made in subsequent years. They are subsequently stated at amortised cost using the effective interest method less amounts paid.

Interest is accreted and represents changes in the license fee payables due to passage of time calculated by applying an effective interest rate to the amount of license fee payables at the beginning of the period.

The corresponding intangible assets are amortised on a straight-line basis over the term of the franchise agreement.

### 35 CONTRACT LIABILITIES

Contract liabilities primarily comprise advance payments received from wholesalers for goods that have not yet been delivered to the wholesaler.

The following table shows how much of the revenue recognised in the current reporting period relates to carried-forward contract liabilities.

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Revenue recognised that was included in the contract liability balance at the beginning of the period		
Wholesale contract	<b>3,905</b>	4,685

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 36 NET CASH GENERATED FROM OPERATIONS

(a) Reconciliation from profit/(loss) before income tax to cash generated from operating activities:

	Year ended 31 December	
	2021	2020
	HKD'000	HKD'000
Profit/(loss) before income tax expense	47,117	(133,875)
Adjustment for:		
Depreciation and amortisation (Note 8)	235,312	295,812
Finance expense (Note 10)	21,292	25,885
Impairment of property, plant and equipment, right-of-use assets and intangible assets (Note 8)	13,936	21,353
(Reversal of)/impairment for inventories (Note 8)	(11,885)	6,813
Loss on disposals of property, plant and equipment (Note 7)	474	5,269
Interest income (Note 10)	(855)	(1,109)
Gains on the derecognition of right-of-use assets and lease liabilities (Note 7)	(5,953)	(1,893)
Fair value gains on financial liabilities at fair value through profit or losses (Note 7)	(6,552)	(404)
Net changes in cash surrender (Note 7)	(1,070)	(1,125)
	<b>291,816</b>	<b>216,726</b>
Decrease in other receivables and deposit	1,937	17,109
Decrease in trade and other payables	(27,822)	(66,209)
(Decrease)/increase in contract liabilities	(783)	3,310
Reversal in provision	(4,466)	(1,116)
(Decrease)/increase in amount due to related parties	(863)	17,592
(Decrease)/increase in other current/non-current liabilities	(32,888)	45,306
Decrease in trade receivables	7,371	17,265
(Increase)/decrease of restricted cash	(1,297)	13,133
Decrease in inventories	53,469	90,278
(Increase)/decrease in prepayment	(47,895)	38,278
Decrease in amount due from related parties	(9,742)	–
Cash generated from operations	<b>228,837</b>	<b>391,672</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 36 NET CASH GENERATED FROM OPERATIONS (Cont'd)

- (a) Reconciliation from profit/(loss) before income tax to cash generated from operating activities: (Cont'd)

In the consolidated statement of cash flows, proceeds from disposal of property, plant and equipment comprise:

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Net book amount	<b>3,121</b>	8,198
Net loss on disposal of property, plant and equipment ( <i>Note 7</i> )	<b>(474)</b>	(5,269)
	<hr/>	<hr/>
Proceeds from disposal of property, plant and equipment	<b>2,647</b>	2,929
	<hr/> <hr/>	<hr/> <hr/>

For the years ended 31 December 2020 and 2021, the Group did not have any material non-cash investing and financing activities.

- (b) This section sets out an analysis of net debt and the movements in net debt for each of the periods presented:

	<b>Year ended 31 December</b>	
	<b>2021</b>	2020
	<b>HKD'000</b>	HKD'000
Cash	<b>115,891</b>	209,639
Loan from related parties ( <i>Note 38(e)(ii)</i> )	<b>(158,539)</b>	(27,828)
Borrowing – repayable within one year	<b>(98,617)</b>	(203,389)
Borrowing – repayable after one year	<b>(30,979)</b>	(111,741)
Lease liabilities- repayable within one year	<b>(148,065)</b>	(166,344)
Lease liabilities – repayable after one year	<b>(119,376)</b>	(149,474)
	<hr/>	<hr/>
Net debt	<b>(439,685)</b>	(449,137)
	<hr/> <hr/>	<hr/> <hr/>
Cash and cash equivalents	<b>115,891</b>	209,639
Gross debt – fixed interest rates	<b>(495,960)</b>	(526,288)
Gross debt – variable interest rates	<b>(59,616)</b>	(132,488)
	<hr/>	<hr/>
Net debt	<b>(439,685)</b>	(449,137)
	<hr/> <hr/>	<hr/> <hr/>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 36 NET CASH GENERATED FROM OPERATIONS (Cont'd)

(c) Reconciliation of liabilities arising from financing activities is as follows:

	Other assets		Liabilities from financing activities				Total
	Cash	Loan from related parties – due within 1 year	Borrowing – due within 1 year	Borrowing – due after 1 year	Lease liabilities – due within 1 year	Lease liabilities – due after 1 year	
	HKD'000	HKD'000	HKD'000	HKD'000	HKD'000	HKD'000	HKD'000
As at 1 January 2020	72,605	(90,366)	(97,689)	(156,408)	(179,984)	(223,211)	(675,053)
Cash flows	140,750	63,112	(78,301)	29,437	252,128	–	407,126
Foreign exchange adjustments	(3,716)	–	(1,909)	–	(2,137)	(2,073)	(9,835)
Addition in lease	–	–	–	–	–	(201,653)	(201,653)
Interest expense	–	(574)	(4,511)	(5,749)	–	(15,051)	(25,885)
Early termination	–	–	–	–	14,057	42,106	56,163
Other non-cash movement	–	–	(20,979)	20,979	(250,408)	250,408	–
As at 31 December 2020	209,639	(27,828)	(203,389)	(111,741)	(166,344)	(149,474)	(449,137)
As at 1 January 2021	<b>209,639</b>	<b>(27,828)</b>	<b>(203,389)</b>	<b>(111,741)</b>	<b>(166,344)</b>	<b>(149,474)</b>	<b>(449,137)</b>
Cash flows	<b>(92,077)</b>	<b>(128,857)</b>	<b>116,266</b>	<b>74,932</b>	<b>213,076</b>	<b>–</b>	<b>183,540</b>
Foreign exchange adjustments	<b>(1,671)</b>	<b>–</b>	<b>(504)</b>	<b>–</b>	<b>(1,019)</b>	<b>(928)</b>	<b>(4,122)</b>
Addition in lease	<b>–</b>	<b>(2,054)</b>	<b>(2,767)</b>	<b>(2,393)</b>	<b>–</b>	<b>(14,078)</b>	<b>(21,292)</b>
Interest expense	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(169,790)</b>	<b>(169,790)</b>
Early termination	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>21,116</b>	<b>21,116</b>
Other non-cash movement	<b>–</b>	<b>–</b>	<b>(8,223)</b>	<b>8,223</b>	<b>(193,778)</b>	<b>193,778</b>	<b>–</b>
As at 31 December 2021	<b>115,891</b>	<b>(158,539)</b>	<b>(98,617)</b>	<b>(30,979)</b>	<b>(148,065)</b>	<b>(119,376)</b>	<b>(439,685)</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 37 BUSINESS COMBINATION

In July 2020, the Group entered into an sales and purchase agreement with an independent third party, pursuant to which the Group will pay a total sum of RMB11.8 million to acquire a business engaging in the production, development, import and sale of skincare and cosmetic products business (“**SwissPro business**”) to its newly formed subsidiary as to 80% owned by the Group.

Upon the completion of the acquisition of SwissPro business, the identifiable assets and liabilities of SwissPro business were recognised and measured at fair value. The excess of the fair value of the consideration over the identifiable net assets of SwissPro business at fair value was recognised as goodwill in the consolidated statement of financial position at the acquisition date.

The effects of the acquisition of SwissPro business are disclosed below.

(i) Purchase consideration:

	HKD'000
Cash consideration paid in 2020	6,660
Present value of contingent consideration ( <i>Note (iv)</i> )	2,517
Total purchase consideration	9,177

(ii) Identifiable assets acquired and liabilities assumed of:

	August 2020 At fair value HKD'000
Intangible assets	7,966
Property, plant and equipment	878
Inventories	1,767
Total identifiable net assets	10,611
<b>Less:</b>	
Non-controlling interests	(2,122)
<b>Add:</b>	
Goodwill	688
Total purchase consideration	9,177

(iii) Effect on cash flows of the Group

	HKD'000
Cash paid in 2020 (as above)	6,660

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 37 BUSINESS COMBINATION (Cont'd)

#### (iv) Contingent consideration

As stipulated in the purchase agreement in relation to the acquisition of SwissPro business, there was a performance guarantee arrangement in respect of the contribution of Mr. Yip and Forward Fashion can deduct the amount paid to Mr. Yip in the event that the performance guarantee were not satisfied. The contingent consideration, amounted to HKD2,517,000 recognised as a financial liability at fair value through profit or loss in the consolidated financial statements of the Group upon completion of the acquisition, was the estimated financial compensation made by the management. In determining the fair value of the financial compensation, various scenarios of possible outcomes for the performance guarantee were estimated. The fair value of the financial compensation was calculated with reference to the probability-weighted average of the three scenarios of possible outcomes. The management reassessed that the fair value of the contingent consideration as at 31 December 2020 was HKD2,970,000, the HKD453,000 difference was recognised as loss in profit or loss (Note 3.3).

- (v) The goodwill arising from the acquisition of SwissPro business is attributable to the synergies expected to be achieved from integrating its operations into the Group's existing business. It will not be deductible for tax purpose.

### 38 RELATED PARTY TRANSACTIONS

#### (a) Parent entity

The Group is controlled by the following entity:

Name	Type	Place of incorporation	Ownership interest	
			2021	2020
Gold Star Fashion Limited	Immediate/ultimate parent company	BVI	75%	75%

#### (b) Subsidiaries

Interests in subsidiaries are set out in Note 42.

#### (c) Key management compensation

Key management includes directors (executive and non-executive) and the senior management of the Group.

The compensation paid or payable to key management for employee services is shown below:

	Year ended 31 December	
	2021 HKD'000	2020 HKD'000
Salaries, wages and bonus	7,841	6,841
Pension cost – defined contribution plan	101	116
Other social security costs, housing benefits and other employee benefits	194	56
	<b>8,136</b>	<b>7,013</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 38 RELATED PARTY TRANSACTIONS (Cont'd)

(d) *Transactions with other related parties*

The following transactions occurred with related parties:

	Year ended 31 December	
	2021	2020
	HKD'000	HKD'000
<b>Purchase of goods</b>		
Company with significant influence over a subsidiary	17,106	697
<b>Purchase of decoration services</b>		
Controlled by a close family member of Mr. Fan	737	1,433
<b>Purchase of rental services (with variable lease payment)</b>		
Fellow subsidiaries	10,445	6,356
<b>Purchase of management, promotion and administration services</b>		
Fellow subsidiary	7,636	6,645
<b>Interest expense</b>		
Controlling shareholder of the Company	2,054	573

In the opinion of the directors of the Company, the related party transactions were carried out in the normal course of business and at terms negotiated between the Group and the respective related parties.

(e) *Year end balances with related parties*

(i) Due from related parties

Particulars of amounts due from related parties are as follows:

	2021	2020
	HKD'000	HKD'000
Sao Hang Investment Company Ltd	2,754	–
Sheng Jie Decoration And Engineering Co. Ltd.	2,226	–
White S.R.L.	4,760	–
	9,740	–
	9,740	–

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 38 RELATED PARTY TRANSACTIONS(Cont'd)

#### (e) Year end balances with related parties (Cont'd)

##### (i) Due to related parties (Cont'd)

The amounts due from related parties for the year ended 31 December 2021 are denominated in the following currencies:

	2021 HKD'000	2020 HKD'000
HKD	4,980	–
EUR	4,760	–
	<u>9,740</u>	<u>–</u>

The amount was in trade nature, unsecured, repayment on demand and non-interest bearing.

##### (ii) Due to related parties

	As of 31 December	
	2021 HKD'000	2020 HKD'000
<b>Loans from related parties – non-trade</b>		
Mr. Fan	97,744	7,882
Ying Yu Investment Company Ltd.	–	2,640
Bo Jian Company Ltd.	–	7,997
Shun Ao Co. Ltd.	9,259	9,309
Zhuo Zhi Fu Da	51,536	–
<b>Amounts due to related parties – trade</b>		
Sheng Jie Decoration And Engineering Co. Ltd	31,230	30,196
SJ Synergy Engineering Company Limited	897	30,196
Sao Hang Investment Company Limited	–	2,794
	<u>190,666</u>	<u>60,818</u>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 38 RELATED PARTY TRANSACTIONS(Cont'd)

(e) *Year end balances with related parties (Cont'd)*

(ii) Due to related parties (Cont'd)

Loans from Mr. Fan were unsecured with term of one year and an interest rate of 4%.

Loans from related parties were unsecured with term of one year and an interest rate of 4%.

Amounts due to related parties represents unsecured, interest-free and repayable on demand amount paid on behalf of the Group by related parties.

(f) *Guarantees*

Guarantees provided by the controlling shareholder to the Group are set out in Note 29.

(g) *Leases as lessee with other related parties*

The following amounts of leases are related to related parties:

	<b>As of 31 December</b>	
	<b>2021</b>	<b>2020</b>
	<b>HKD'000</b>	<b>HKD'000</b>
<b>Lease liabilities</b>		
Controlling shareholder of the Company	<b>6,935</b>	8,880
	<hr style="border-top: 3px double black;"/>	<hr style="border-top: 3px double black;"/>
	<b>Year ended 31 December</b>	
	<b>2021</b>	<b>2020</b>
	<b>HKD'000</b>	<b>HKD'000</b>
<b>Addition in right-of-use assets</b>		
Controlling shareholder of the Company	-	1,479
	<hr style="border-top: 1px solid black;"/>	<hr style="border-top: 1px solid black;"/>
<b>Interest of lease liabilities</b>		
Controlling shareholder of the Company	<b>488</b>	479
	<hr style="border-top: 3px double black;"/>	<hr style="border-top: 3px double black;"/>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 39 BENEFITS AND INTERESTS OF DIRECTORS

#### (a) Directors' and chief executive's emoluments

Remuneration of every director and chief executive is set out below:

	Year ended 31 December 2021				Total HKD'000
	Fees HKD'000	Salaries, wages and bonus HKD'000	Pension cost-defined contribution plan HKD'000	Other social security costs, housing benefits and other employee benefits HKD'000	
<b>Chairman:</b>					
Mr. Fan Wing Ting	-	2,400	-	-	2,400
<b>Executive directors:</b>					
Ms. Chen Xingyi	-	1,327	23	76	1,426
Mr. Kevin Trantallis	-	1,200	18	-	1,218
Mr. Fong Yat Ming	-	1,140	12	-	1,152
Ms. Fan Tammy	-	600	18	-	618
<b>Independent non-executive directors:</b>					
Mr. Chau Kwok Keung (Note b)	-	157	-	-	157
Mr. Yu Chun Kau	-	240	-	-	240
Mr. Cheung Chun Yue	-	240	-	-	240
Mr. Ng Kam Tsun (Note c)	-	28	-	-	28
<b>Chief executive:</b>					
Ms. Fung Sze Nga	-	840	18	-	858
Mr. Choi Chin Chung	-	708	18	-	726
	-	8,880	107	76	9,063

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 39 BENEFITS AND INTERESTS OF DIRECTORS (Cont'd)

#### (a) Directors' and chief executive's emoluments (Cont'd)

	Year ended 31 December 2020				
	Fees HKD'000	Salaries, wages and bonus HKD'000	Pension cost- defined contribution plan HKD'000	Other social security costs, housing benefits and other employee benefits HKD'000	Total HKD'000
<b>Chairman:</b>					
Mr. Fan Wing Ting	–	2,100	17	–	2,117
<b>Executive directors:</b>					
Ms. Chen Xingyi	–	1,114	28	21	1,163
Mr. Kevin Trantallis	–	1,050	18	–	1,068
Mr. Fong Yat Ming	–	973	11	–	984
Ms. Fan Tammy	–	525	17	–	542
<b>Independent non-executive directors:</b>					
Mr. Chau Kwok Keung (Note b)	–	202	–	–	202
Mr. Yu Chun Kau	–	202	–	–	202
Mr. Cheung Chun Yue	–	202	–	–	202
<b>Chief executive:</b>					
Ms. Fung Sze Nga	–	739	18	–	757
Mr. Choi Chin Chung	–	733	18	–	751
	–	7,840	127	21	7,988

Notes:

- (b) Resigned on 27 August 2021.
- (c) Appointed on 19 November 2021.
- (d) No retirement or termination benefits have been paid to the Company's directors for the years ended 31 December 2020 and 2021, respectively.
- (e) No loans, quasi-loans or other dealings were entered into by the Company in favor of directors, controlled body corporates by and connected entities with such directors for the years ended 31 December 2020 and 2021, respectively.
- (f) Save as disclosed in Note 21, no significant transactions, arrangements and contracts in relation to the Company's business to which the Company was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted during the years ended 31 December 2020 and 2021.
- (g) No consideration was provided to third parties for making available directors' services during the years ended 31 December 2020 and 2021.

### 40 CONTINGENT LIABILITIES

As of 31 December 2020 and 2021, the Group did not have any material contingent liabilities except pending litigation have made provision in Note 31.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 41 BALANCE SHEET AND RESERVE MOVEMENT OF THE COMPANY

#### (a) Balance sheet of the Company

	As of 31 December 2021 HKD'000	As of 31 December 2020 HKD'000
<b>Assets</b>		
<b>Non-current assets</b>		
Investment in subsidiaries	691,000	691,000
<b>Current assets</b>		
Cash and cash equivalents	241	1,877
Term deposits with initial term of over three months	–	20,027
Prepayment	1,064	313
Amount due from group companies	169,492	157,797
<b>Total current assets</b>	<b>170,797</b>	180,014
<b>Total assets</b>	<b>861,797</b>	871,014
<b>Equity</b>		
<b>Equity attributable to equity holders of the Company</b>		
Share capital	4,000	4,000
Share premium	859,232	859,232
Accumulated losses	(40,335)	(35,958)
<b>Total equity</b>	<b>822,897</b>	827,274
<b>Liabilities</b>		
<b>Current liabilities</b>		
Trade and other payables	2,368	1,961
Amount due to group companies	36,532	41,779
<b>Total current liabilities</b>	<b>38,900</b>	43,740
<b>Total liabilities</b>	<b>38,900</b>	43,740
<b>Total equity and liabilities</b>	<b>861,797</b>	871,014

The balance sheet of the Company was approved by the Board of Directors on 30 March 2022 and were signed on its behalf.

**Mr. Fan Wing Ting**  
Director

**Ms. Chen Xingyi**  
Director

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 41 BALANCE SHEET AND RESERVE MOVEMENT OF THE COMPANY (Cont'd)

(b) Reserve movement of the Company

	<b>Share premium</b>	<b>Accumulated losses</b>
	HKD'000	HKD'000
<b>At 31 December 2019</b>	691,000	(28,860)
Capitalisation of reserve	(3,000)	–
Issue of new shares	171,232	–
Dividends	–	(20,000)
Profit for the year	–	12,902
<b>At 31 December 2020</b>	<b>859,232</b>	<b>(35,958)</b>
Loss for the year	–	<b>(4,377)</b>
<b>At 31 December 2021</b>	<b>859,232</b>	<b>(40,335)</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 42 SUBSIDIARIES

The Group's principal subsidiaries at 31 December 2021 are set out below. Unless otherwise stated, they have share capital consisting solely of ordinary shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

Name of entity	Place of incorporation/ establishment and kind of legal entity	Principal activities	Particulars of issued share capital	Ownership interest held by the Group	
				2021 %	2020 %
World First International Holdings Limited	BVI, limited liability company	Investment holding company	USD1,000	100%	100%
Fortune Fashion Limited	BVI, limited liability company	Investment holding company	USD10	100%	100%
Frontline Fashion Limited	BVI, limited liability company	Investment holding company	USD10	100%	100%
NB China Limited (盈冠商貿有限公司)	HK, limited liability company	Procurement of fashion apparel	HKD105,000	60%	60%
Yingnan Asia Limited (盈南中華有限公司)	HK, limited liability company	Investment holding company	HKD1	100%	100%
World First Holdings Limited (科盈集團有限公司)	HK, limited liability company	Investment holding company	HKD103,000,000	100%	100%
Wide Spread (China) Limited (康弘(中國)有限公司)	HK, limited liability company	Retail of fashion apparel	HKD5,000,000	100%	100%
Ying Yi Hong Kong Limited (盈奕商貿有限公司)	HK, limited liability company	Retail of skincare and cosmetic products	HKD1	100%	100%
Yuan Zhi Holdings Limited (媛芝商貿有限公司)	HK, limited liability company	Wholesale of skincare and cosmetic products	HKD1	100%	100%
Macau Ieng Nam Limited (澳門盈南有限公司)	Macau, limited liability company	Retail of fashion apparel	MOP 100,000	100%	100%
Sao Wai Investment Company Limited (首威投資有限公司)	Macau, limited liability company	Retail of fashion apparel	MOP 25,000	100%	100%
Ieng Weng Company Limited (盈榮有限公司)	Macau, limited liability company	Retail of fashion apparel	MOP 25,000	100%	100%
Ieng Leong Company Limited (盈亮有限公司)	Macau, limited liability company	Retail of fashion apparel	MOP 25,000	100%	100%
Lan Yuan Company Limited (蘭媛有限公司)	Macau, limited liability company	Retail of fashion apparel	MOP 25,000	100%	100%
Macau Ieng Kun Company Limited (澳門盈冠有限公司)	Macau, limited liability company	Retail of fashion apparel	MOP 25,000	62%	62%

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 42 SUBSIDIARIES (Cont'd)

Name of entity	Place of incorporation/ establishment and kind of legal entity	Principal activities	Particulars of issued share capital	Ownership interest held by the Group	
				2021 %	2020 %
Sao Wai Limited (首威商貿有限公司)	HK, limited liability company	Investment holding company	HKD10,000	100%	100%
首威貿易(深圳)有限公司 (a)	PRC, limited liability company	Retail of fashion apparel	HKD100,000,000	100%	100%
蘭媛商貿(上海)有限公司 (a)	PRC, limited liability company	Retail of fashion apparel	HKD15,000,000	100%	100%
盈昭商貿(上海)有限公司 (a)	PRC, limited liability company	Retail of fashion apparel	HKD16,500,000	60%	60%
盈亮貿易(深圳)有限公司 (a)	PRC, limited liability company	Retail of fashion apparel	HKD50,000,000	100%	100%
媛芝商貿(深圳)有限公司 (a)	PRC, limited liability company	Wholesale and retail of skincare and cosmetic products	HKD25,000,000	100%	100%
珠海橫琴盈華商貿有限公司 (a)	PRC, limited liability company	Retail of fashion apparel	HKD4,000,000	100%	100%
Sao Hang Limited (首恒商貿有限公司)	HK, limited liability company	Investment holding company	HKD10,000	100%	100%
Artelli Metaverse Holdings Limited (瓊特利元創有限公司)	HK, limited liability company	Investment holding company	HKD1	100%	–
Artelli Metaverse Group Company Limited (瓊特利元創集團有限公司)	BVI, limited liability company	Investment holding company	USD1	100%	–
Artelli Metaverse International Company Limited (瓊特利元創國際有限公司)	BVI, limited liability company	Investment holding company	USD1	100%	–

*Note:*

(a) Registered as wholly foreign owned enterprises under PRC law.

(i) *Significant restrictions*

Cash and short-term deposits held in PRC are subject to local exchange control regulations. These regulations provide for restrictions on exporting capital from those countries, other than through normal dividends.

For the year ended 31 December 2021, the carrying amount of the assets included within the consolidated financial statements to which these restrictions apply was approximately HKD26,023,000 (2020: HKD69,605,000).

## FIVE YEARS FINANCIALS

### CONDENSED CONSOLIDATED STATEMENTS OF PROFIT OR LOSS

	Year ended 31 December				2021 HK\$'000
	2017 HK\$'000	2018 HK\$'000	2019 HK\$'000	2020 HK\$'000	
Revenue	1,066,630	1,344,865	1,513,817	884,463	<b>1,228,307</b>
Gross Profit	590,018	730,355	787,867	396,286	<b>651,120</b>
Profit/(loss) for the year	60,160	108,577	37,771	(136,360)	<b>31,631</b>
Adjusted net profit/(loss) for the year	60,160	110,689	65,164	(134,335)	<b>31,631</b>

### CONDENSED CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

	As at 31 December				2021 HK\$'000
	2017 HK\$'000	2018 HK\$'000	2019 HK\$'000	2020 HK\$'000	
<b>Total assets</b>	1,048,869	1,222,844	1,308,366	1,280,263	<b>1,129,372</b>
<b>Total liabilities</b>	936,988	1,019,173	1,070,306	1,016,353	<b>829,736</b>
<b>Total equity</b>	111,881	203,671	238,060	263,910	<b>299,636</b>

Note: Adjusted net profit is derived by adding listing expenses from the net profit for the year.