

金融街物業股份有限公司

FINANCIAL STREET PROPERTY CO., LIMITED

(A joint stock company incorporated in the People's Republic of China with limited liability)

Stock Code : 1502

2021 ANNUAL REPORT



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Corporate Information

EXECUTIVE DIRECTORS

Mr. Sun Jie (*Chairman*)
Ms. Xue Rui

NON-EXECUTIVE DIRECTORS

Mr. Shen Mingsong
Mr. Zhou Peng
Mr. Liang Jianping
Mr. Jiang Rui

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Song Baocheng
Ms. Tong Yan
Ms. Lu Qing

SUPERVISORS

Mr. Liu Anpeng (*Chairman of the Supervisory Committee*)
Ms. Gao Minghui
Ms. Lyu Min

JOINT COMPANY SECRETARIES

Mr. Chen Xi
Ms. Ho Wing Nga FCG HKFCG (PE)

AUTHORISED REPRESENTATIVES

Mr. Sun Jie
Ms. Ho Wing Nga FCG HKFCG (PE)

AUDIT COMMITTEE

Ms. Tong Yan (*Chairman*)
Mr. Jiang Rui
Mr. Song Baocheng

NOMINATION COMMITTEE

Mr. Sun Jie (*Chairman*)
Mr. Song Baocheng
Ms. Tong Yan

REMUNERATION COMMITTEE

Ms. Lu Qing (*Chairman*)
Mr. Shen Mingsong
Mr. Song Baocheng

Corporate Information (Continued)

REGISTERED OFFICE

33 Financial Street
Xicheng District
Beijing
PRC

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

24/F, Xihuan Plaza Tower 2
1 Xizhimenwai Avenue
Xicheng District, Beijing
PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG UNDER PART 16 OF THE COMPANIES ORDINANCE

46/F, Hopewell Centre
183 Queen's Road East
Wan Chai
Hong Kong

H SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
Shops 1712-16, 17/F
Hopewell Centre
183 Queen's Road East
Wan Chai
Hong Kong

PRINCIPAL BANKS

China Minsheng Bank Beijing Financial Street Sub-branch
China Merchants Bank Financial Street Sub-branch

AUDITOR

Grant Thornton Hong Kong Limited
Hong Kong Certified Public Accountants
11th Floor, Lee Garden Two
28 Yun Ping Road
Causeway Bay, Hong Kong

LEGAL ADVISERS

as to Hong Kong law:
Jingtian & Gongcheng LLP

COMPLIANCE ADVISER

Guotai Junan Capital Limited

STOCK CODE

1502

COMPANY WEBSITE ADDRESS

www.jrjlife.com

Financial Summary

- Revenue for the year ended 31 December 2021 increased by approximately 11.85% to approximately RMB1,320.48 million from approximately RMB1,180.55 million for the year ended 31 December 2020.
- Gross Profit for the year ended 31 December 2021 increased by approximately 4.76% to approximately RMB262.74 million from approximately RMB250.79 million for the year ended 31 December 2020.
- Profit of the Group for the year ended 31 December 2021 amounted to approximately RMB150.78 million, representing an increase of approximately 29.81% as compared with approximately RMB116.15 million for the year ended 31 December 2020.
- Profit attributable to the owners of the Company amounted to approximately RMB137.72 million, representing an increase of approximately 31.29% as compared with approximately RMB104.90 million for the year ended 31 December 2020.
- As at 31 December 2021, the Group's gross floor area ("**GFA**") under management ("**GFA under management**") increased by 35.51% to approximately 33.50 million square meters ("**sq.m.**") from approximately 24.72 million sq.m. as at 31 December 2020. For the increased GFA under management during the year, 78.38% of which were from independent third-party.
- The Board recommends the payment of 2021 proposed final dividend of RMB0.222 per Share (before tax) for the year ended 31 December 2021, with a dividend payout ratio of approximately 60.16%, in cash.



Events during the Year

FEBRUARY

Beijing Financial Street Savills Property Management Co., Ltd., a subsidiary of the Company, established a joint venture company named Financial Street Dibiao Zhidu Property Management Co., Ltd. with Mr. Guo Xisheng and Shandong Baishida Geographic Indication Industry Co. Ltd.. The joint venture company will realize complementary resources advantages and win-win cooperation among all parties. On the basis of undertaking comprehensive property management business under the Landmark of Dezhou Project in Dezhou City, Shandong Province, it will further expand the property management related market in the Dezhou area and the Shandong area.



The Company established a joint venture company named Beijing Financial Street New City Property Management Co., Ltd. with Beijing Fangshan New City Real Estate Co., Ltd.. The joint venture company plans to undertake the project of Changyang 06, 07 blocks in Fangshan District, Beijing, and will focus on expanding its business footprint in the southwestern region of Beijing.



Events during the Year (Continued)

APRIL

The Group ranked 16th in the “Top 100 Property Management Companies in China” selected by the China Index Academy.



Beijing Financial Street Ronghui Property Service Center of the Group was awarded the title of “Pioneer Workers of Beijing City” by the Beijing Federation of Trade Unions and the Beijing Municipal Human Resources and Social Security Bureau.



MAY

The “Chang‘An Financial Centre” (also known as “Jingxi Business Center”) project under the management of Beijing Financial Street Savills Property Management Co., Ltd., a subsidiary of the Company, has been evaluated by the Beijing Municipal Commission of Housing and Urban-Rural Development as a two-star green building operation labeling project for 2021.



Events during the Year (Continued)

JUNE

The Company established a joint venture company named Beijing Wuyi Rongyu Property Service Co., Ltd. with Wuyi (Fujian) Property Management Co., Ltd.. The joint venture proposes to undertake the Financial Street Wuyi Rongyu West project, and will cooperate in the real estate development business to provide high-quality property management and related services for various properties by leveraging on the advantages of resources in the area.



On June 23

The Group issued an announcement on the signing of letters of intent with the sellers with respect to the potential acquisition of a domestic property service enterprise.

The Group issued an announcement on the signing of letters of intent with the sellers with respect to the potential acquisition of a property service company registered in Hong Kong.

On June 24

The Group held its first annual general meeting after listing. A total of 11 resolutions were considered and approved at the meeting, including the 2020 annual report of the Board, the 2020 annual report of the supervisory committee and the 2020 annual report. The Board declared the first final dividend upon listing of RMB0.154 per share (before tax).



Events during the Year (Continued)

SEPTEMBER

Relying on its practical experience, brand influence and core competitive advantages in high-end commercial property services, the Group was awarded the “2021 China Property Management Professional Operation Leading Brand Companies”, “2021 China Property Management Companies in terms of Characteristic Service – Commercial Properties Management Services”, and “2021 China Excellent Brand of Office Building Property Services” and other awards, the brand value was further enhanced to RMB3.6 billion.



Events during the Year (Continued)

OCTOBER

On October 8

Beijing Financial Street Savills Property Management Co., Ltd., a subsidiary of the Company, established a joint venture company named Hubei Financial Street Dibiao Zhidu Property Management Co., Ltd. with Beijing Guanyu Property Management Co., Ltd.. The joint venture company plans to take over various property management projects in Wuhan and Nanjing, including Zhongcheng Ledong Project and further enter markets in other regions of Hubei Province.



NOVEMBER

On November 4

Beijing Financial Street Savills Property Management Co., Ltd., a subsidiary of the Company, established a joint venture company named Dongying Financial Street Property Management Co., Ltd. with Dongying Yusheng Property Management Co., Ltd.. The joint venture company plans to undertake various projects developed by the parent company of the partner, including Entrepreneurial Industrial Park in High-tech District, Dongying Shengli Petroleum Science and Technology Innovation Park, etc., while further developing the surrounding property management and related markets.



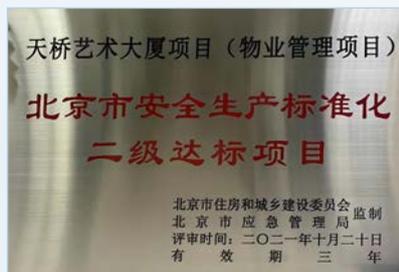
Events during the Year (Continued)

On November 29

The Company and Beijing Financial Street Investment (Group) Co., Ltd. entered into an equity transfer agreement for 100% equity interest of Beijing Yongtaiheng Health Service Co., Ltd.. Representative projects under management of Yongtaiheng include Beijing Xicheng District Health Commission Building, CDC Building, Beijing Second Hospital, Science and Education Center of Beijing Fuxing Hospital, etc.



The “Tianqiao Art Building” project, the “Xinsheng Building” project and the “Financial Street Center” project under the management of the Group have been evaluated by the Beijing Municipal Commission of Housing and Urban-Rural Development as 2021 Class II production safety standardization projects for property management integrated building projects.



Events during the Year (Continued)

DECEMBER

On December 13

Beijing Financial Street Savills Property Management Co., Ltd., a subsidiary of the Company, established a joint venture company named Beijing Dingye Financial Street Savills Property Management Co., Ltd. with Beijing Hongyuan Property Management Co., Ltd.. The joint venture company will plan to undertake the Dingye Cultural Industrial Park located in Fengtai District, Beijing, covering a variety of business formats. In addition, the joint venture will explore additional market opportunities using its existing resources.



Events during the Year (Continued)

On December 31

Yiji Alley, a new brand of Yiji catering series of the Group, was officially opened on Beijing Financial Street. The restaurant is committed to providing exquisite dining enjoyment and leisure environment for the surrounding business community, further enriching the Company's value-added business portfolio around the business district.



In 2021, the Group strictly followed the requirements for pandemic prevention and control imposed by various levels of government and higher-level of the Group, practically implemented the long-term mechanism for normalized pandemic prevention and control, and made every effort to take various pandemic prevention measures to protect the health of the owners and the safety of the living and working space.



Major Honors and Awards



“Top 100 Property Management Companies in China”



“2021 China Special Outstanding Property Management Services Enterprises”



“2021 China Leading Property Management Companies in terms of Characteristic Service – Commercial Properties Services”



“2021 Top 100 Property Management Companies in China”



“Financial Street-Ronghui-2021 China Property Management Industry Demonstration Site”



“Tiangqiao Art Building-2021 China Property Management Industry Demonstration Site”



“Branded Property Management Companies in North China”



“2021 Top 10 High-end Property Management Services Companies”



“2021 Top 20 Office Property Management Enterprises”



“2021 China Property Management Professional Operation Leading Brand Companies”



“2021 China Property Management Companies in terms of Characteristic Service – Commercial Properties Management”



“2021 China Excellent Brand of Office Building Property Services”

Major Honors and Awards



"Advanced Organization in Spiritual Civilization Establishment in the Capital"



"Pioneer Workers of Beijing City"



"Pioneer Workers of Tianjin City"



"2019-2020 Shanghai Civilized Enterprise"



"Excellent Property Management Project in Tianjin - Ronghu Jingyuan"

Chairman's Statement

Dear Shareholders,

On behalf of Financial Street Property Co., Limited (“**Financial Street Property**” or the “**Company**”) and its subsidiaries (collectively the “**Group**” or “**we**”), I am pleased to present the consolidated results of the Group for the year ended 31 December 2021.

In 2021, COVID-19 pandemic continued to have a profound impact on the world economy. China's economic development and pandemic prevention and control have maintained a leading position in the world and achieved a good start of the 14th Five-Year Plan. The overall development trend of property industry is still positive under the support and guidance of macro policies. Being pragmatic and progressive, brave and resolute, the Group adheres to quality development and steadily improves its operating business.

FORGING AHEAD, OUR BUSINESS SCALE CONTINUES TO EXPAND

In 2021, the Group solidly promoted the scale expansion strategy and adhered to market bidding, acquisition and joint venture cooperation. The Group has successively established joint ventures with six business partners, signed two letters of intent on potential acquisition, and completed the equity acquisition of one company. The business scope has been newly expanded to Tangshan, Zhuozhou in Hebei Province, Dezhou, Dongying in Shandong Province, Suihua in Heilongjiang and other cities, undertaking projects including office buildings, schools, parks, scenic spots and other business forms. New breakthroughs have been made in the field of logistics and property services of the military and judiciary systems.

As of December 31, the Group's operations covered 14 provinces and municipalities in six regions of Northern China, Southwestern China, Eastern China, Southern China, Northeastern China and Central China. The total number of projects under management was 213, representing an increase of 40 compared with the corresponding period in 2020. The total GFA was approximately 33.50 million sq.m., representing an increase of approximately 35.51% as compared with the corresponding period in 2020. 78.38% of the newly developed area this year came from independent third-party.

WITH VIGOROUS EFFORTS, THE BRAND INFLUENCE INCREASES DAY BY DAY

Adhering to the corporate mission of "Serving the Elite · Benefiting to All", the Group focuses on brand management and service quality, internalize in the heart and sharpen the brand connotation, externalize into action and strengthen the brand's market influence. In 2021, the Group's customer satisfaction remained high, and its brand value and industry status rose steadily. Based on the practical experience and core competitive advantages in high-end commercial property services, the enterprise brand value has increased to RMB3.6 billion. With the goal of improving customer experience and satisfaction, the Group continued to expand the brand influence and competitiveness of "Financial Street Property".

Chairman's Statement (Continued)

In 2021, the Group was awarded various honours, including the Advanced Organization in Spiritual Civilization Establishment in the Capital, ranked No. 16 of the 2021 Top 100 Property Management Companies of China, the 2021 Top 10 High-end Property Management Companies in China by Service Quality, the 2021 China Office Property Management Outstanding Companies, the 2021 China Leading Property Management Companies in terms of Characteristic Service-Commercial Properties Services, and the 2021 China Top 100 Leading Property Management Companies in terms of Service Quality.

BEING REALISTIC AND PRAGMATIC AND SEEKING INNOVATION AND CHANGES TO DIVERSIFY AND UPGRADE VALUE-ADDED SERVICES

Focusing on the development direction of diversified and large-scale business, the Group continues to expand business boundaries and achieve remarkable results in diversified innovation. In 2021, the Group continued to develop the "IZEE" Brand Series and continuously expanded its business segments to better meet the needs of our customers. "IZEE" Brand Series covers logistics distribution, vehicle cleaning and maintenance, commodity retail and other businesses. Through multi-point layout, the coverage area continues to expand, effectively improving customer satisfaction and service stickiness. "IZEE" Catering Series combines the high-end positioning needs of business people for catering, and continues to optimize the product portfolio to meet the diversified and multi-level needs of supporting catering business in business districts.

As at 31 December 2021, the Group owned a total of 28 IZEEPOST, 3 IZEEAUTO, 10 IZEEBOX, 1 IZEEALLEY, 8 IZEECUP, 6 IZEE-Mitsuyado, 1 IZEECHEF and 5 IZEE • BAKED MAGIC. With the establishment of more sub-brands, the Group's business product portfolio in the value-added sector has become increasingly abundant, continuing to promote the innovation and upgrade of value-added services. Business diversification and quality refinement enable us to achieve the dimension from catching up with and catering to customer needs to leading customer needs.

WORKING TOGETHER TO BUILD A SOLID DEFENSE LINE AGAINST THE PANDEMIC

In 2021, the Group strictly implemented the normalization measures of COVID-19's prevention and control, managed to address both the pandemic prevention and control measures with business operation at the same time and organically combined pandemic prevention and control with property services. When the pandemic situation of the project requires closure measures, the project team of the Group quickly formed a "front-line vanguard" to escort the owner's health and life security. The "Beijing Financial Street · Ronghui" project managed by the Group successfully completed the control task with orderly management and appropriate measures for the lockdown control when there was a sudden outbreak of the pandemic at the beginning of the year. Therefore, it was awarded the honorary title of "2021 Pioneer Workers of Beijing City. Since the outbreak of COVID-19, the Group has demonstrated a rigorous working attitude, a sense of responsibility and selfless and fearless dedication in the prevention and control work, which has won high recognition and widespread praise from property owners. In addition, the Group also actively participated in voluntary service activities related to pandemic prevention and control organized by the government to actively contribute to the national pandemic prevention and control.

Chairman's Statement (Continued)

FORGING AHEAD, AND MAKING STEADY PROGRESS TOGETHER FOR THE FUTURE

Looking forward to the future, the Group will adhere to its original intention and ingenuity, closely follow the national macro policies and industry development trends, grasp market opportunities and adhere to the premise of customer satisfaction; driven by value creation, the Group will continue to make use of its long-standing management and brand advantages in the business office field; carry out extensive joint venture cooperation, acquisition and market expansion, grasp potential business opportunities through multiple channels, continue to expand business layout, constantly broaden business boundaries, forge ahead in the progress of large-scale and high-quality development, make steady progress, and look forward to embracing a better future with all stakeholders.

Last but not least, on behalf of the Board, I would like to thank all staff who has contributed to the outstanding development of the Group, and also the shareholders of our Company (the "**Shareholders**")_ and stakeholders for their long-standing support and trust.

Sun Jie

Chairman and General Manager

Beijing, the PRC, 24 March 2022



Management Discussion and Analysis

BUSINESS REVIEW

Overview

As one of the leading comprehensive property management service providers for commercial and business properties in China, the Group focuses on mid-to high-end property management services. The Group has been providing property management services for over 27 years since 1994, and since then has expanded the property management business across six regions (namely Northern China, Southwestern China, Eastern China, Southern China, Northeastern China and Central China), covering a wide range of properties and providing property owners and residents with tailored quality services through a one-stop service platform to improve the quality and satisfaction of their living and working space.

In 2021, despite a series of challenges of increased work intensity and COVID-19 pandemic prevention and control pressure caused by the ever-evolving COVID-19 pandemic, the Group managed to operate its business as usual as all staffs paid concerted efforts to overcome difficulties. The outbreak of the COVID-19 pandemic did not cause any direct material impact on the overall operations of the Group. In 2021, the Group leveraged on its significant advantages in the field of commercial property and public property services, adhered to the multi-channel strategic layout, fully stimulated the market development awareness, and continued to promote the expansion of business scale, achieving high-quality and large-scale development. As at 31 December 2021, the Group's GFA under management was approximately 33.50 million sq.m., representing an increase of approximately 35.51% compared with that for the year ended 31 December 2020, and the number of projects under management was 213, representing an increase of 40 new projects as compared with that for the year ended 31 December 2020.

In 2021, the Group's market-oriented competitiveness continued to strengthen, and the third-party business development has achieved remarkable results. Among the newly added GFA under management during the year, the GFA under management from projects of third-party was approximately 6.88 million sq.m., accounting for 78.38% of the newly added GFA under management during the year. In terms of joint-venture cooperation, the Company adhered to the development concept of win-win cooperation. In 2021, it established joint-venture cooperation relationship with a number of partners, and established six property service joint venture companies, namely Dezhou Financial Street Dibiao Zhidu Property Management Co., Ltd., Beijing Financial Street New City Property Management Co., Ltd., Beijing Wuyi Rongyu Property Service Co., Ltd., Hubei Financial Street Savills Property Management Co., Ltd., Dongying Financial Street Property Management Co., Ltd., and Beijing Dingye Financial Street Savills Property Management Co., Ltd.. These joint ventures will provide high-quality services for property projects under the existing development resources, and at the same time exploit operational synergies of each shareholder, broaden the boundaries of cooperation, and further expand property management in the surrounding areas and related markets. The Group also continuously sought for extension growth opportunities, adhered to the principle of being responsible to Shareholders, and actively promoted acquisition opportunities that are in the interests of Shareholders. In June 2021, the Group signed two letters of intent on the acquisition with the sellers in respect of the possible acquisition of two property service companies. For further details, please refer to the announcements of the Company dated 23 June 2021. As at the date of this report, the Group is still discussing with the sellers to explore the possible options to realise the said acquisitions.

Beijing Financial Street Investment (Group) Co., Ltd. ("Financial Street Group"), the controlling shareholder of the Company, has always given long-term support to the Group. In 2021, Beijing Yongtaiheng Health Service Centre ("Yongtaiheng"), an "Enterprise Owned by the Whole People" under Beijing Xicheng District Health Service Administration Office, was transferred to Financial Street Group as a whole and became a wholly-owned subsidiary of Financial Street Group. Subsequently, the Company entered into an equity transfer agreement with Financial Street Group. Financial Street Group transferred 100% equity interest of Yongtaiheng to the Company. For further details, please refer to the announcements of the Company dated 23 June 2021 and 29 November 2021. As at 31 December 2021, the acquisition has been completed, and Yongtaiheng has become a direct wholly-owned subsidiary of the Company.

Management Discussion and Analysis (Continued)

In 2021, the Group's comprehensive strength grew steadily, and the brand value rose to RMB3.6 billion. During the year, the Group supervised service quality through multiple channels, and achieved an overall customer satisfaction rate of 99.0 points for office buildings and 88.8 points for residential buildings, maintaining at the industry benchmark level. The Group also actively promoted digital transformation, explored consumption experience in smart scenarios, and further improved internal management efficiency and service quality through technology empowerment, which effectively reduced costs and enhanced efficiency. The Group also took safe production as the bottom line of the Company's development. In 2021, the Group fully implemented the management and control systems and measures at all levels, and held various thematic sessions in a timely manner to focus on deploying resources in relation to outstanding issues. The "Tianqiao Art Building", "Xinsheng Plaza" and "Financial Street Centre" under the management of the Group were assessed by Beijing Municipal Commission of Housing and Urban-Rural Development which have achieved Level 2 safety standardization for 2021 Property Management Composite Building Project.

The Group's representative projects newly acquired in 2021 are summarised as follows:

Non-residential business

A Comprehensive Army Hospital in Tangshan



The Group won the property service management project of a comprehensive army hospital through public tender. The project is located in Tangshan, Hebei Province, with a total construction area of 73,000 sq.m.. The Group's competitive advantage in the medical logistics service management market was further highlighted.

Management Discussion and Analysis (Continued)

Beijing Financial Court



The Beijing Financial court was officially unveiled in March 2021. It is an important measure to serve and ensure the implementation of the national financial strategy, create a good financial legal environment and promote healthy development of the economy. The Group is responsible for providing comprehensive property management services for its logistics system..

Landmark of Dezhou in Shandong



Landmark of Dezhou is located in Dezhou City, Shandong Province, with a construction area of 1.1 million sq.m.. The project covers e-commerce building, smart agricultural industry building, landmark industry public exhibition hall, landmark enterprise headquarters office area, landmark product experience square, supporting apartments and commercial facilities.

Management Discussion and Analysis (Continued)

Beijing Meichi Low-carbon Building Technology Industrial Park



Meichi Low-carbon Building Technology Industrial Park is located in Shunyi District, Beijing. The project will integrate the comprehensive functions of residence and office, catering and service, sports and health, culture and art, education and training.

Chongqing Ciqikou Houjie Project



Ciqikou Houjie Project is located in Ciqikou Ancient Town in the northwest of Shaba District, Chongqing, with a total construction area of 154,000 sq.m.. Adhering to the design concept of "protecting historical heritage, inheriting Sha-Ci culture and developing ancient town life", the project respects the local landscape elements, restores the historical environment and creates an architectural space with mountain-city style. The project introduces a full-scale brand of entertainment, leisure and creativity to fill the gap of regional business and lead the upgrade of regional consumption.

Management Discussion and Analysis (Continued)

Beijing Shougang Oxygen Plant Project and Jin'anqiao Project



On the basis of good service provided to the north district winter training center project of Shougang Park, the Group added property management services for its oxygen plant project and Jin'anqiao project. The oxygen plant project is a commercial facility of Shougang Big Air for 2022 Winter Olympic Games. The Jin'anqiao project is a high-end industrial service area integrating high-end digital intelligence, industrial cultural creativity and supporting services for the Winter Olympics.

Suihua Jinjiang City Plaza



Jinjiang City Plaza is located in Suihua City, Heilongjiang Province. The project covers an area of 45,000 sq.m. and has a total construction area of 180,000 sq.m., which is a large-scale and high-end urban complex project with commerce as the core and integrating star-rated hotels, large supermarkets, pedestrian streets, apartments and residences.

Management Discussion and Analysis (Continued)

Residential business

Chongqing Jiulong Jinyue Mansion Project



Chongqing Jiulong Jinyue Mansion project is located in Jiulongpo District, Chongqing, with a total construction area of 197,700 sq.m.. It comprises 28 villas, apartments and commercial outlets on the ground floor. The project is based on the concept of "living in beauty and customizing the example of ideal quality of life", to jointly build an exquisite life and create a humanistic residence.

Chengdu Longyue Rongfu Project



Longyue Rongfu project is located in Chengdu, Sichuan Province. It is a low-density residential-only project with a plot ratio of only 2.0, including villas and high-quality houses. There are 11 buildings in total, with a total construction area of approximately 108,000 sq.m..

Management Discussion and Analysis (Continued)

Wuxi Jinyuerongting Project



Wuxi Jinyuerongting is located in Wuxi City, Jiangsu Province, with a residential and commercial supporting construction area of 126,600 sq.m., which comprises high-rise and foreign-style buildings. The purpose is to build a high-end quality residential community by controlling and improving the details of products and services, so as to satisfy the owner's requirements for comfort and quality of life.

Suzhou Rongyuwan Yayuan



Rongyuwan Yayuan project is located in Suzhou, Jiangsu Province, in the core of Taihu new town. The total construction area of the project is 125,000 sq.m., which comprises 12 main buildings and 4 supporting houses. The project adheres to the purpose of "personalization and humanization" and establishes new living standards, and to provide the owners with pleasant living space.

Management Discussion and Analysis (Continued)

In addition, in 2021, the Group also expanded its projects including but not limited to the following:

1. the Group continued the expansion cooperation in Shanghai Shangpu Lingshi, providing newly added services to its FIC project;
2. in terms of the public property business, the Group has newly undertaken the property service of a primary school located in Huicheng District, Huizhou City, Guangdong Province, the property services of the railway construction Industrial Park located in Minhang District, Shanghai, and property services of Chisha Binhai park located in Xunliao Bay, Huizhou City, Guangdong Province;
3. with its rich experience in various industries and whole business chain services, the Group provided consulting services for a large state-owned development enterprise in Beijing, a property company in Hebei and a property company in Chongqing, so as to expand the business service scope of the Group in multiple dimensions; and
4. the Group completed the acquisition of Beijing Yongtaiheng Health Service Co., Ltd. in 2021. Its projects under management include Xicheng District Health Commission building, Xicheng District CDC building, Beijing Second Hospital, Beijing Rectum Hospital, Xicheng District Health Commission health supervision office, etc. The Group's competitiveness in the field of medical logistics services was further strengthened.

Property Management and Related Services

As at 31 December 2021, the Group's property management and related services covered 14 provinces and municipalities across six regions in China (including Northern China, Southwestern China, Eastern China, Southern China, Northeastern China and Central China), with a total GFA under management of approximately 33.50 million sq.m. and a total of 213 properties under management.

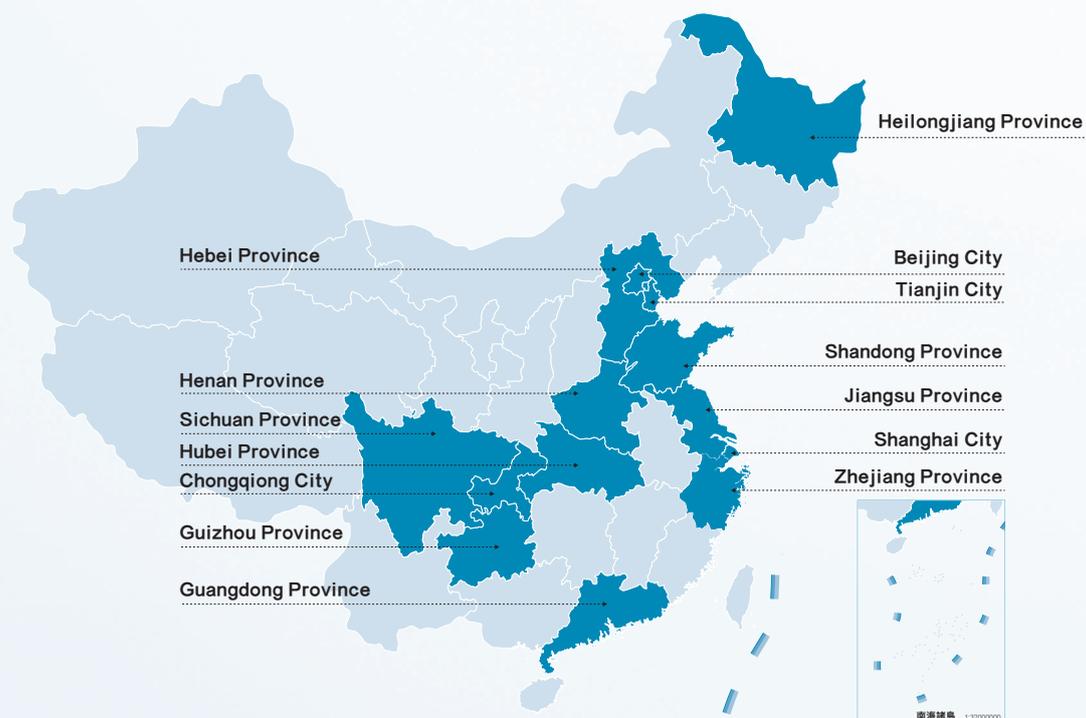
The table below sets forth (i) the contracted GFA; (ii) the GFA under management; and (iii) the number of properties under management, as at the dates indicated:

	As at 31 December 2021	As at 31 December 2020
Contracted GFA ('000 sq.m.)	36,195	28,104
GFA under management ('000 sq.m.)	33,497	24,719
Number of properties under management	213	173

Management Discussion and Analysis (Continued)

Geographic Coverage

The following map shows the geographic coverage of the properties under management of the Group as at 31 December 2021:



The table below sets forth the breakdowns of (i) the GFA under management; and (ii) the number of properties under management by regions as at the dates indicated:

	As at 31 December 2021		As at 31 December 2020	
	GFA under management (<i>'000 sq.m.</i>)	Number of projects (<i>project</i>)	GFA under management (<i>'000 sq.m.</i>)	Number of projects (<i>project</i>)
Northern China	15,837	117	10,870	88
Southwestern China	5,597	29	4,879	29
Eastern China	5,126	24	3,967	22
Southern China	3,678	30	3,346	27
Northeastern China	658	5	282	4
Central China	2,601	8	1,375	3
Total	33,497	213	24,719	173

Management Discussion and Analysis (Continued)

Notes:

Northern China region includes Beijing, Tianjin and Hebei Province

Southwestern China region includes Chongqing, Sichuan Province and Guizhou Province

Eastern China region includes Shanghai, Jiangsu Province, Zhejiang Province and Shandong Province

Southern China region includes Guangdong Province

Northeastern China region includes Heilongjiang Province

Central China region includes Hubei Province and Henan Province

Types of Properties Under Management

The Group manages a diversified portfolio of properties covering commercial and business properties, including office buildings, complexes, retail buildings and hotel; and non-commercial properties, including residential properties, public properties, hospitals, educational properties and others. Regarding the property management services, the Group employs the lump-sum basis and commission basis as the two revenue models under which property management fees are charged. On a lump-sum basis, the Group records all the fees as revenue and all the expenses incurred in connection with providing the property management services as cost of services. On a commission basis, the Group essentially acts as the agent of the property owners and therefore records only a pre-determined percentage of the property management fees or cost of services as set out in the property management service contracts as revenue. By adopting these two revenue models, the Group is able to cover the expenses incurred in connection with the provision of property management services.

The table below sets forth the breakdowns of (i) the GFA under management; and (ii) the number of properties under management by type of properties as at the dates indicated:

	As at 31 December 2021			As at 31 December 2020		
	GFA under management ('000 sq.m.)	Percentage (%)	Number of properties under management	GFA under management ('000 sq.m.)	Percentage (%)	Number of properties under management
Office buildings	6,965	20.79	62	6,636	26.85	51
Complexes	1,200	3.58	5	1,011	4.09	4
Retail buildings and hotels	652	1.95	3	625	2.53	3
Residential properties	13,374	39.93	70	12,007	48.57	61
Public properties, hospitals, educational properties and others	11,306	33.75	73	4,440	17.96	54
Total	33,497	100	213	24,719	100	173

Management Discussion and Analysis (Continued)

The table below sets forth the breakdowns of the GFA under management by revenue models as at the dates indicated:

	As at 31 December 2021		As at 31 December 2020	
	GFA under management (‘000 sq.m.)	Percentage (%)	GFA under management (‘000 sq.m.)	Percentage (%)
Property management services (lump-sum basis)	30,000	89.56	21,419	86.65
Property management services (commission basis)	3,497	10.44	3,300	13.35
Total	33,497	100	24,719	100

It is important to note that on a commission basis, the Group recorded only a pre-determined fixed percentage of the property management fees, as set out in the property management service contracts as revenue, while all the property management fees are recorded as revenue on a lump-sum basis.

Nature of the Property Developers Served

The properties under the Group’s management include properties developed by the Financial Street Group and its affiliates (the “**Financial Street Affiliates Group**”) and independent third-party. As at 31 December 2021, the GFA of the properties developed by the Financial Street Affiliates Group under the management of the Group was approximately 18.41 million sq.m., and the number of projects increased steadily year-on-year to 123 from 117 as at 31 December 2020. At the same time, the Group increased cooperation with properties developed by independent third-party in 2021. The Group’s GFA under management from properties developed by independent third-party was approximately 15.09 million sq.m. as at 31 December 2021, representing an increase of approximately 83.80% from approximately 8.21 million sq.m. as at 31 December 2020. Further, the number of projects also increased from 56 as at 31 December 2020 to 90 as at 31 December 2021.

Management Discussion and Analysis (Continued)

The table below sets forth the breakdowns of (i) the GFA under management; and (ii) the number of properties under management of the Group by property developers as at the dates indicated:

Properties developed by Financial Street	As at 31 December 2021			As at 31 December 2020		
	GFA under Management (<i>'000 sq.m.</i>)	Percentage (%)	Number of projects (<i>project</i>)	GFA under Management (<i>'000 sq.m.</i>)	Percentage (%)	Number of projects (<i>project</i>)
Properties developed by Financial Street Affiliates Group	18,405	54.95	123	16,507	66.78	117
Properties developed by independent third-party	15,092	45.05	90	8,212	33.22	56
Total	33,497	100	213	24,719	100	173

Catering Services

In December 2021, the first store of Yiji Alley, a sub-brand of the Group's Yiji Catering series, commenced operation. As at 31 December 2021, the Group operated cafés, restaurants and bakeries under the "IZEE" catering series, namely IZEECUP, IZEE-Mitsuyado, IZEECHEF, IZEE • BAKED MAGIC and Yiji Alle. Eight IZEECUP cafés, six IZEE-Mitsuyado restaurants, one IZEECHEF restaurant, five IZEE • BAKED MAGIC bakeries and one Yiji Alley Restaurant were under the Group's operation as at 31 December 2021.

Value-added services

The Group's value-added business is mainly composed of six major segments, including operating business, consulting services, asset operation, resources management, customized services and other income. In addition, based on the existing value-added business portfolio, the Group continued to expand the scope and scale of value-added business services. For the year ended 31 December 2021, the Group's revenue from value-added services was approximately RMB295.17 million, accounting for approximately 22.35% of the revenue for the year ended 31 December 2021, representing an increase of approximately 5.89% as compared to the revenue from value-added services of approximately RMB278.76 million for the year ended 31 December 2020.

Management Discussion and Analysis (Continued)

FUTURE OUTLOOK

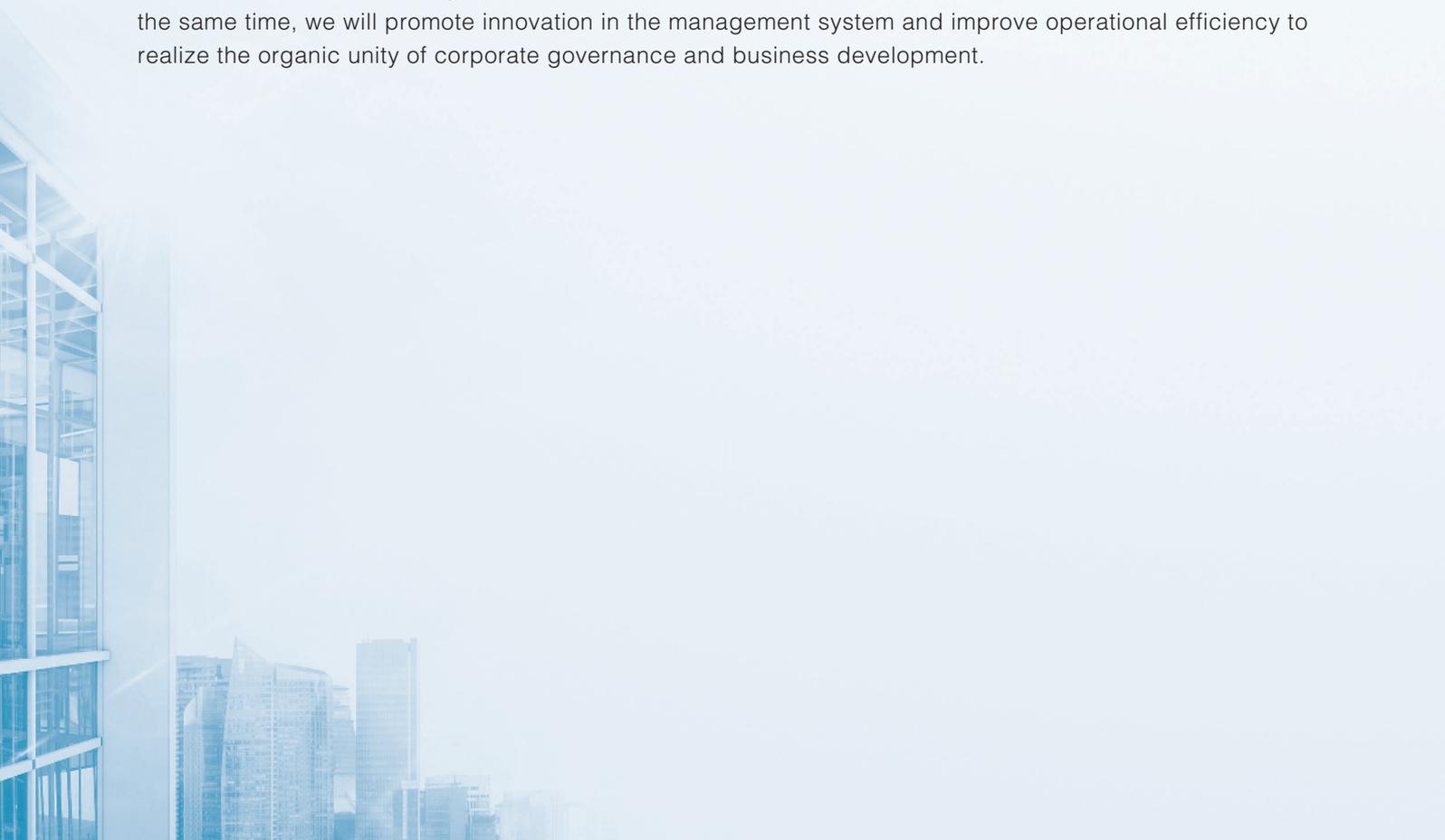
In terms of business development, we will adhere to our core value and keep up with the rapid development of the industry. With our experience and brand advantages in the business office field, we will actively expand our business boundaries and business layout through various channels such as joint ventures, mergers and acquisitions, and market expansion.

In terms of diversified operation, we will continue to expand the special value-added service system. While expanding the existing value-added service business areas, we will innovate value-added services based on the core needs of customers, and further expand our business portfolio. On the basis of the successful experience in the value-added service ecosystem of Beijing Financial Street, we will further promote it to other commercial districts under our management.

In terms of service quality, we will continue to improve quality optimisation. We will focus on improvement of operation and service quality, consolidate our core business, strengthen the sense of innovation, adhere to “customer-oriented” service concept, explore in-depth needs, and keep satisfaction of customers.

In terms of social responsibility, we will actively undertake the social responsibility of state-owned enterprises and carry forward the spirit of social benefit. In view of the COVID-19 pandemic, we will strictly implement the normalized prevention and control mechanism. At the same time, we will strengthen the works for safety production, implement various safety system and measures, and provide customers with assured and safe living and working space.

In terms of corporate governance, we will adhere to a scientific and standardized governance system for listed companies, and strengthen risk prevention and control measures to ensure compliant operations. At the same time, we will promote innovation in the management system and improve operational efficiency to realize the organic unity of corporate governance and business development.



Management Discussion and Analysis (Continued)

FINANCIAL REVIEW

Revenue

The Group derives revenue mainly from: (i) property management and related services; (ii) catering services. Revenue increased by approximately 11.85% from approximately RMB1,180.55 million for the year ended 31 December 2020 to approximately RMB1,320.48 million for the year ended 31 December 2021.

The following table sets forth the breakdown of revenue by our services provided for the periods indicated:

	For the year ended 31 December					
	2021		2020		Changes	
	<i>RMB'000</i>	<i>Percentage %</i>	<i>RMB'000</i>	<i>Percentage %</i>	<i>RMB'000</i>	<i>Percentage %</i>
			(Restated)	(Restated)		
Property management and related services:						
Property management services	960,749	72.76	862,970	73.10	97,779	11.33
Value-added services	295,172	22.35	278,757	23.61	16,415	5.89
Rental services	8,936	0.68	7,968	0.68	968	12.15
Catering services	55,623	4.21	30,859	2.61	24,764	80.25
Total	1,320,480	100.0	1,180,554	100.0	139,926	11.85

Management Discussion and Analysis (Continued)

- Revenue generated from our property management and related services mainly includes: (i) customer services; (ii) security services; (iii) cleaning and gardening services; (iv) engineering, repair and maintenance services; (v) car park management services; and (vi) other related services, which increased from approximately RMB1,149.70 million for the year ended 31 December 2020 to approximately RMB1,264.86 million for the year ended 31 December 2021, representing an increase of approximately 10.02%, among which, the increase in property management income was mainly attributable to the increase in the GFA under management arising from the rapid increase in the projects undertaken by the Group. The increase in the revenue from value-added services was mainly due to greater customer retention and the steady improvement of various operating businesses.
- Revenue generated from our catering services: our revenue from catering services increased from approximately RMB30.86 million for the year ended 31 December 2020 to approximately RMB55.62 million for the year ended 31 December 2021.

Cost of Sales and Services

The Group's cost of sales and services mainly consists of (i) subcontracting costs; (ii) employee benefit expenses; (iii) utilities; (iv) raw materials and components used in property management and related services; (v) cost of raw materials and consumables for catering services; and (vi) other expenses. The Group's cost of sales and services increased by approximately 13.77% from approximately RMB929.76 million for the year ended 31 December 2020 to approximately RMB1,057.75 million for the year ended 31 December 2021. The increase in the cost of sales was due to the expansion of business operation scale of the Company.

Management Discussion and Analysis (Continued)

Gross Profit and Gross Profit Margin

The overall gross profit of the Group increased by approximately 4.76% from approximately RMB250.79 million for the year ended 31 December 2020 to approximately RMB262.74 million for the year ended 31 December 2021, due to increase in the income of the Company for the year. The overall gross profit margin of the Group for the year ended 31 December 2021 was approximately 19.90%, representing a decrease of 1.34% as compared with the corresponding period due to the fact that the proportion of the increase in cost was slightly higher than that of the increase in income, caused by the instability of expenditure of some newly acquired or commenced business. The table below sets forth the Group's gross profit and gross profit margin by type of service for the periods indicated:

	As at 31 December 2020					
	2021		2020		Changes	
	Gross Profit RMB'000	Gross Profit Margin (%)	Gross Profit RMB'000 (Restated)	Gross Profit Margin (%) (Restated)	Amount RMB'000	Percentage (%)
Property management and related services	266,112	21.04	250,240	21.77	15,872	(0.73)
Commercial and business properties	207,795	25.38	187,942	26.44	19,853	(1.06)
Non-commercial properties	58,317	13.07	62,298	14.20	(3,981)	(1.13)
Catering services	(3,377)	(6.07)	551	1.79	(3,928)	(7.86)
Total	262,735	19.90	250,791	21.24	11,944	(1.34)

Management Discussion and Analysis (Continued)

Administrative Expenses

Administrative expenses of the Group increased by approximately 24.65% from approximately RMB65.97 million for the year ended 31 December 2020 to approximately RMB82.23 million for the year ended 31 December 2021, primarily due to the increase in administrative expenses resulting from the newly acquired company at the end of 2020.

Income Tax Expense

Income tax expense of the Group increased by approximately 24.87% from approximately RMB40.93 million for the year ended 31 December 2020 to approximately RMB51.11 million for the year ended 31 December 2021, primarily due to the increase in income tax resulting from the increased profit scale of the Company.

Profit for the Year

For the year ended 31 December 2021, the Group's profit for the year amounted to approximately RMB150.78 million, profit before income tax amounted to approximately RMB201.89 million, and profit attributable to the owners of the Company amounted to approximately RMB137.72 million.

Total Comprehensive Income for the Year

Total comprehensive income of the Group increased from approximately RMB115.69 million for the year ended 31 December 2020 to approximately RMB150.67 million for the year ended 31 December 2021, representing an increase of approximately 30.24%.



Management Discussion and Analysis (Continued)

LIQUIDITY, CAPITAL STRUCTURE AND FINANCIAL RESOURCES

As at 31 December 2021, the Group's cash and bank balances were approximately RMB1,483.46 million, representing an increase of approximately RMB24.76 million from approximately RMB1,458.70 million as at 31 December 2020.

The Group's financial situation remained stable and healthy. The net current assets of the Group was approximately RMB1,078.70 million as at 31 December 2021, as compared to approximately RMB1,021.89 million as at 31 December 2020, representing an increase of 5.56%. The increase in the current assets of the Group was mainly due to the replenishment of the current assets from the expansion of the Group's operation. As at 31 December 2021, the Group's current ratio (current assets/ current liabilities) was approximately 2.60 (as at 31 December 2020: approximately 2.63).

As at 31 December 2021, the Group did not have any borrowings or bank loans (as at 31 December 2020: nil).

TRADE AND OTHER RECEIVABLES

Trade receivables mainly arise from property management and related services. Trade receivables of the Group increased by approximately RMB46.32 million from approximately RMB149.77 million as at 31 December 2020 to approximately RMB196.09 million as at 31 December 2021, primarily due to the increase in trade receivables as a result of the expansion of business of the Company.

Other receivables mainly include payments and deposits paid on behalf of owners, tenants and property developers. Total other receivables of the Group decreased by approximately RMB3.87 million from approximately RMB27.78 million as at 31 December 2020 to approximately RMB23.91 million as at 31 December 2021, primarily due to the collection of receivables in the ordinary course of business of the Company.

TRADE AND OTHER PAYABLES

Trade payables mainly represent amount payable to suppliers and subcontractors, including for purchase of materials. As at 31 December 2021, our balance of trade payables amounted to approximately RMB120.96 million, representing an increase of 41.31% as compared with approximately RMB85.60 million as at 31 December 2020, which was mainly due to the increase in the cost of security guards, cleaning, engineering and materials supply caused by the expansion of the Company's business scale, for which payments had not become due, thereby resulting in a corresponding increase in its balance.

Payroll and welfare payables mainly refer to salary and insurance. As at 31 December 2021, the payroll and welfare payables of the Group were approximately RMB73.71 million, representing an increase of 6.90% as compared with approximately RMB68.95 million as at 31 December 2020, mainly due to an increase in the number of staff as a result of the increased number of projects undertaken by us and the non-payment of the additional bonuses accrued.

Management Discussion and Analysis (Continued)

Other payables and accruals mainly include payments and deposits collected on behalf of owners, tenants and property developers. Other payables decreased by approximately 6.59% from RMB328.29 million as at 31 December 2020 to approximately RMB306.66 million as at 31 December 2021, primarily due to the payment of payables amount in the ordinary course of business of the Company.

USE OF PROCEEDS FROM THE LISTING

The H Shares were successfully listed on the Stock Exchange on 6 July 2020 (the “**Listing Date**”). The Company issued 90,000,000 H Shares, and subsequently issued 13,500,000 H Shares on 29 July 2020 as a result of the full exercise of the over-allotment option. After deducting the underwriting fees and relevant expenses, net proceeds from the Listing (the “**Net Proceeds**”) amounted to approximately HK\$710.48 million (equivalent to approximately RMB648.36 million). The unutilised Net Proceeds have been placed as interest-bearing deposits with licensed banks in Mainland China and Hong Kong. As at 31 December 2021, the Net Proceeds have been utilised and will continue to be utilised in accordance with the allocation method proposed in the prospectus of the Company dated 19 June 2020 (the “**Prospectus**”).

The analysis on the utilisation of the Net Proceeds from the Listing Date to 31 December 2021 is as follows:

	Planned use of the Net Proceeds as stated in the Prospectus and the use of additional Net Proceeds after taking into account the full exercise of the over-allotment option on 29 July 2020		Actual use of Net Proceeds as at 31 December 2021	Unutilised Net Proceeds as at 31 December 2021	Expected timeline of full utilisation of the remaining balance (<i>Note</i>)
	% of total amount	RMB million			
Pursuing strategic acquisitions and investment opportunities and establishing new branches and subsidiaries to expand the Group's business scale	60%	389.02	9.69	379.33	on or before 31 December 2023
Developing the Group's value-added services business	20%	129.66	26.78	102.88	on or before 31 December 2023
Establishing and upgrading IT and intelligent facilities systems	10%	64.84	5.17	59.67	on or before 31 December 2023
The Group's working capital and general corporate purposes	10%	64.84	0	64.84	on or before 31 December 2023
Total	100%	648.36	41.64	606.72	

Note: The expected timeline for utilising the remaining Net Proceeds is based on the best estimation made by our Group. It will be subject to change based on the current and future development of the market conditions.

Management Discussion and Analysis (Continued)

For the detailed breakdown and description of the proceeds, please refer to the section headed “Future Plans and Use of Proceeds” in the Prospectus. As at the date of this report, the Directors were not aware of any material change to the planned use of the Net Proceeds. Save as the delays in use of Net Proceeds caused by changes in market conditions and more time is required to identify the potential acquisition targets, the unutilised Net Proceeds and its subsequent planned term of use will be applied in a manner consistent with that mentioned in the Prospectus. The planned term of use in the Prospectus was determined according to the optimal estimation and assumption for the future market conditions and industrial development made by the Company in preparing the Prospectus, while the proceeds were applied according to the actual development of the Group’s business and the industry.

PLEDGE OF ASSETS

As at 31 December 2021, none of the assets of the Group were pledged (as at 31 December 2020: nil).

MATERIAL ACQUISITIONS AND DISPOSALS OF ASSETS

For the year ended 31 December 2021, save for the matters disclosed above in relation to the acquisition of Yongtaiheng and Beijing Huarong Property Agency Co., Ltd., the Group did not have any material acquisitions or disposals of assets (for the year ended 31 December 2020: nil). For details, please refer to Note 2.1 to the Consolidated Financial Statements for the year ended 31 December 2021.

SIGNIFICANT INVESTMENT HELD AND FUTURE PLANS FOR MATERIAL INVESTMENT AND CAPITAL ASSETS

For the year ended 31 December 2021, the Group did not have any significant investment.

As at the date of this report, save as the matters disclosed in the section headed “Events during Year” in relation to the signing of two letters of intent for the proposed acquisition of a domestic property service company and a Hong Kong target company in June 2021, the Group has no plan for any material investment, disposal of or addition of capital assets. If the acquisitions were to materialise, we intend to use our internal funds or utilise the Net Proceeds to finance such acquisitions.

LIABILITIES TO ASSETS RATIO

Liabilities to assets ratio is calculated based on our total liabilities as at the end of the relevant period divided by our total assets as at the end of such period. As at 31 December 2021, our liabilities to assets ratio was 0.38. As at 31 December 2020, our liabilities to assets ratio was 0.38. Gearing ratio is calculated by dividing the total amount of loan as at the corresponding date by the total amount of equity as at the same date. As at 31 December 2021 and 31 December 2020, the Group had no interest-bearing loan, therefore the gearing ratio does not apply.

CONTINGENT LIABILITIES

As at 31 December 2021, the Group did not have any contingent liabilities (as at 31 December 2020: nil).

Management Discussion and Analysis (Continued)

FINANCIAL POLICY

The Group has adopted a prudent financial management approach and has maintained a solid liquidity position during the year. To manage liquidity risk, the Board closely monitors the liquidity position of the Group to ensure that the liquidity structure of the Group's assets, liabilities and commitments can meet its funding requirements from time to time.

FOREIGN EXCHANGE RISK

The Group's businesses are mainly denominated/settled in Renminbi, which is the functional currency of the Group. Except for bank deposits denominated in Hong Kong dollars, the Group is not exposed to significant foreign exchange risk. In order to reduce the relevant exchange rate risk, our Group has signed forward contracts with the Dongsanhuan Sub-branch, Beijing Branch of China Merchants Bank at a principal amount of approximately HKD746.9 million at the forward exchange rate of HK\$1 to RMB0.842 or RMB0.8416 in July 2021. The terms of the forward contracts have been extended to 30 June 2022. The Group will continue to monitor foreign exchange risks and take prudent measures to avoid foreign exchange losses.

EMPLOYEES AND BENEFITS POLICIES

As at 31 December 2021, the Group had 4,382 employees (31 December 2020: 4,123 employees). Employee remuneration is determined based on employee performance, skills, knowledge, experience and market trends. The Group regularly reviews compensation policies and programs, and will make necessary adjustments in order to be in line with remuneration levels within industry norms. In addition to basic salaries, employees may be granted discretionary bonus based on individual performance. The Group offers training to its employees so as to enable them to acquire basic skills to perform their duties and to upgrade or improve their productivity.

Beijing Rongxin Hetai Enterprise Management Co., Ltd. ("**Rongxin Hetai**") is one of our substantial shareholders. The purpose of its establishment is to enable the employees of the Group to indirectly hold the shares of the Company through being shareholders of Rongxin Hetai, so as to motivate the employees of the Group.

OTHER INFORMATION

SIGNIFICANT EVENTS

Change of auditors

The domestic auditor of the Company, PricewaterhouseCoopers Zhong Tian LLP, and the international auditor of the Company, PricewaterhouseCoopers ("**PwC**") resigned with effect from the conclusion of the 2020 AGM. Grant Thornton LLP and Grant Thornton Hong Kong Limited shall hold office from the conclusion of the 2020 annual general meeting of the Company until the conclusion of the next annual general meeting of the Company. PwC has confirmed that there were no matters regarding the proposed

Management Discussion and Analysis (Continued)

change of auditors of the Company or any other matters that need to be brought to the attention of our Shareholders. The Board and the Audit Committee were not aware of any matter regarding the proposed change of both the domestic and international auditors or any other matters that should be brought to the attention of our Shareholders. For details, please refer to the announcements of the Company dated 26 March 2021 and 24 June 2021 and the circular dated 17 May 2021.

Change in scope of business of the Company and amendments to Articles of Association

Based on the needs of the Company's business development strategy, the Company will continually advance scientific and technological capabilities and business innovation, venture into integrated development processes characterized by diversified multi-production chains and continue to expand upstream and downstream businesses. It is proposed to change the business scope of the Company and amend the Articles of Association to increase the business scope of centralized elderly care service, home-based elderly care service, leasing of commercial premises, organisation of exhibitions and fairs, stadium management service, greening management and maintenance, hotel management, hospital management, cleaning, collection and transportation services for municipal wastes, garbage sorting, project management, etc. For details, please refer to the announcements of the Company dated 26 March 2021 and 24 June 2021 and the circular dated 17 May 2021.

Acquisition of 100% equity interests in Beijing Yongtaiheng Health Service Co., Ltd.

In 2021, the Company entered into an equity transfer agreement with Financial Street Group, pursuant to which Financial Street Group transferred 100% equity interests of Yongtaiheng to the Company. As at 31 December 2021, the acquisition has been completed, and Yongtaiheng has become a direct wholly-owned subsidiary of the Company. For further details of the above matters, please refer to the announcements of the Company dated 23 June 2021 and 29 November 2021 and the section headed "Management Discussion and Analysis – Business Review – Overview" of this report.

Events after the Reporting Period

Save as disclosed above, no other significant events of the Group occurred after the reporting period.

Purchase, Sale or Redemption of Listed Securities or Redeemable Securities of the Company

Neither the Company nor its subsidiary purchased, sold or redeemed any of the Company's listed securities at any time during the year ended 31 December 2021.

Biographies of Directors, Supervisors and Senior Management

BIOGRAPHIES OF DIRECTORS

Mr. Sun Jie (孫杰), aged 48, is an executive Director, chairman, general manager and the chairman of the nomination committee of our Company (the “**Nomination Committee**”). He is primarily responsible for leading the overall operations of our Company and making major operational decisions, overseeing the day-to-day affairs of the board of Directors of the Company (the “**Board**”) and supervising the implementation of Board resolutions and development of strategies of our Group.

Mr. Sun has over 24 years of experience in property management and hotel management. Mr. Sun joined our Group in January 1997 and since then has been working in various positions within Financial Street Affiliates Group, including as deputy manager of the food and beverage division (餐飲部副經理) in our Company from January to August 1997, then from August 1997 to June 2008, as manager of the food and beverage division (餐飲部經理), assistant general manager, and deputy general manager and then general manager in Beijing Shuncheng Hotel (北京順成飯店), where he was responsible for overseeing its management and operations. Mr. Sun successively served as deputy general manager and executive deputy general manager of Beijing Financial Street Assets Management Co., Ltd. (北京金融街資產管理有限公司), a company engaged in, among others, commercial property development and management business, from January 2011 to January 2014, when he was involved in its overall management of operations and assets management. Mr. Sun was appointed as general manager of our Company in January 2014 and as our chairman in November 2017.

Mr. Sun obtained his degree of Executive Master of Business Administration (EMBA) from The Hong Kong University of Science and Technology (香港科技大學) in May 2013. Mr. Sun has been the deputy secretary-general of Beijing Property Management Association (北京物業管理行業協會) from July 2017 to July 2021, and has been the vice president of Beijing Property Management Industry Association from 15 July 2021. In addition, Mr. Sun has been an executive council member of China Property Management Institute (中國物業管理協會常務理事) since July 2019. He was honoured as one of the 2017–2018 Beijing Outstanding Entrepreneurs (2017–2018年北京優秀企業家) and the Outstanding Contribution Talents of the 4th Session of “100 talents” of Xicheng District (第四屆西城「百名英才」突出貢獻人才).

In addition to his role as chairman, Mr. Sun also holds the title of general manager of our Company.

Mr. Sun's positions in our Company's subsidiaries or associates are as follows: the chairman of the board of directors of Beijing Financial Street Savills Property Management Co., Ltd. (北京金融街第一太平戴維斯物業管理有限公司); the chairman of the board of directors of Beijing Financial Street Savills Jingnan Property Management Co., Ltd. (北京金融街第一太平戴維斯京南物業管理有限公司); the vice chairman of Chongqing Jiangbeizui Property Service Co., Ltd. (重慶市江北嘴物業服務有限公司); and the vice chairman of Huai'an Guolian Financial Centre Property Service Co., Ltd. (淮安市國聯金融中心物業服務有限公司).

Mr. Sun is a director of Beijing Rongxin Hetai Enterprise Management Co., Ltd. (北京融信合泰企業管理股份有限公司), a substantial Shareholder of our Company.

Biographies of Directors, Supervisors and Senior Management (Continued)

Ms. Xue Rui (薛蕊), aged 49, is an executive Director and the executive deputy general manager (常務副總經理) of our Company. She is responsible for assisting our chairman and general manager to oversee the overall operations and management of our Company. Ms. Xue joined our Company in August 2014 as assistant general manager and was promoted to deputy general manager in May 2016 and then to executive deputy general manager in May 2018.

Ms. Xue has over 14 years of managerial experience in the hospitality industry. Before joining our Company, Ms. Xue worked at Operation Centre Xidan Grand Mercure Hotel (金融街資本運營中心西單美爵酒店) from May 2007 to January 2012, where her last position was assistant general manager. She worked at Beijing Financial Street Ritz-Carlton Property Co., Ltd. (北京金融街利茲置業有限公司) from February 2012 to July 2014, where she held the position of owner's representative.

Ms. Xue graduated from Tourism College of Beijing Union University (北京聯合大學旅遊學院) and completed a three-year junior college programme in hotel management in July 1998 and graduated from Institute of Finance and Commerce Management Beijing (北京市財貿管理幹部學院) with a bachelor's degree in business administration in July 2005.

Ms. Xue's positions in our Company's subsidiaries are as follows: executive director and manager of Beijing Jinxi Lilin Health Management Co., Ltd. (北京金禧麗鄰健康管理有限責任公司), chairman of Financial Street Hongya Property Services (Chongqing) Co., Ltd., director of Beijing Financial Street New City Property Management Co., Ltd.; and director of Beijing Financial Street Savills Property Management Co., Ltd. (北京金融街第一太平戴維斯物業管理有限公司).

Ms. Xue is a director (vice chairman) of Beijing Rongxin Hetai Enterprise Management Co., Ltd. (北京融信合泰企業管理股份有限公司), a substantial Shareholder of our Company.

Mr. Shen Mingsong (沈明松), aged 48, is a non-executive Director and a member of the remuneration committee of our Company (the "**Remuneration Committee**"). He is primarily responsible for providing advice on strategic development, policy formulation, and major operational decisions of our Group.

Mr. Shen has over 26 years of experience in the real estate development business. He worked as an assistant engineer at China Aeronautical Project and Design Institute (中國航空工業規劃設計研究院) (currently known as China Aviation Planning and Design Institute (Group) Co., Ltd. (中國航空規劃設計研究總院有限公司), which carried out business in construction engineering in various fields including civil buildings and infrastructure, from August 1995 to June 1998. He then worked as a civil engineer of the engineering department in Beijing Zhongbaoxin Real Estate Development Limited (北京中保信房地產開發有限公司) ("**Zhongbaoxin**", the predecessor of China Life Real Estate Investment Management Company Limited, the renaming of which occurred in November 2011), a real estate developer, from August 1998 to February 2002, and later as deputy manager of the engineering department in Beijing Yahua Real Estate Development Co., Ltd. (北京亞華房地產開發有限責任公司), a real estate developer, from February 2002 to August 2005. Mr. Shen was a manager of the engineering department in Zhongbaoxin from August 2005 to

Biographies of Directors, Supervisors and Senior Management (Continued)

October 2007 and has been working as its deputy general manager since October 2007. Mr. Shen joined our Company in August 2019 and has been serving as a Director ever since. Currently, Mr. Shen is also the manager and the executive director of Shanghai Dingshan Investment Management Co., Ltd. (上海頂山投資管理有限公司), a company engaging in, among others, investment management, chairman of the board of directors of Beijing Ningmengshu Restaurant Co., Ltd. (北京檸檬樹餐飲有限公司) and Anhui Jiuhua Hotel Co., Ltd. (安徽省九華山莊有限公司), a director of China Life Merrill Gardens (Suzhou) Retirement and Health Management Co., Ltd. (國壽魅力花園(蘇州)養老養生管理有限公司) and China Life (Sanya) Health Investment Co., Ltd. (國壽(三亞)健康投資有限公司), an executive director of China Life Yuantong Real Estate Co., Ltd. (國壽遠通置業有限公司), and the person-in-charge of the Shenzhen branch of China Life Real Estate Investment Management Company Limited (國壽不動產投資管理有限公司深圳分公司).

Mr. Shen graduated from Department of Civil Engineering of Tsinghua University (清華大學) in July 1995 with a bachelor's degree in engineering.

Mr. Zhou Peng (周鵬), aged 44, is a non-executive Director. He is primarily responsible for providing advice on strategic development, policy formulation, and major operational decisions of our Group.

Mr. Zhou has over 25 years of experience in business administration. In July 1996, he joined Xicheng District Clothings Co., Ltd. (西城區服裝公司), which was renamed Beijing Huali Jiahe Industry Co., Ltd. (北京華利佳合實業有限公司) ("**Huali Jiahe**") in July 2001. Huali Jiahe is a company engaging in hotel management, property investment and business management and a subsidiary of Financial Street Group. Mr. Zhou successively served as clerk (科員) of the manager's office, deputy section chief (副科長) of computer information department, section chief (科長) of computer information department and deputy general manager, and was promoted to general manager of Huali Jiahe in January 2017. Mr. Zhou was appointed a Director in July 2018. Currently, he is also a director of Huali Jiahe.

Mr. Zhou graduated from the Renmin University of China (中國人民大學) in June 2000, majoring in business and economic management, and graduated from the Party School of the Beijing Municipal Committee of the Communist Party of China ("CPC") (中共北京市委黨校) with a part-time postgraduate degree in economic management in July 2011.

Mr. Liang Jianping (梁建平), aged 40, is a non-executive Director. He is primarily responsible for providing advice on strategic development, policy formulation, and major operational decisions of our Group.

Mr. Liang has over 15 years of managerial experience. From 2006 to 2015, he served at Beijing Xicheng District Committee of CPC (中共北京市西城區委員會), where his last position was section chief (科長). Mr. Liang joined Beijing Financial Street Investment (Group) Co., Ltd. in January 2015 and has been serving as its director of general office (辦公室主任) and its labour union (機關工會主席) since then. Since August 2020, Mr. Liang has served as the executive deputy director of Beijing Financial Street Investment (Group) Co., Ltd. He was appointed as a Director in November 2017.

Mr. Liang graduated from the Renmin University of China (中國人民大學) with a bachelor's degree in law in July 2004.

Biographies of Directors, Supervisors and Senior Management (Continued)

Mr. Jiang Rui (姜銳), aged 44, is a non-executive Director and a member of the audit committee of our Company (the “**Audit Committee**”). He is primarily responsible for providing advice on strategic development, policy formulation and major operational decisions of our Group.

Mr. Jiang has over 14 years of managerial experience. Mr. Jiang joined Financial Street Affiliates Group in September 2007 and has successively held various positions including deputy general manager of the corporate development department in Financial Street Holdings Co., Ltd. (金融街控股股份有限公司) (“**Financial Street Holdings**”), deputy general manager at Financial Street (Tianjin) Estate Co., Ltd. (金融街(天津)置業有限公司) and deputy general manager of the real estate division of Beijing Financial Street Investment (Group) Co., Ltd. He was appointed as a Director in February 2014. Currently, Mr. Jiang is a director of Beijing Finance Street Investment and Management Co., Ltd. (北京金融街投資管理有限公司), a wholly-owned subsidiary of Beijing Financial Street Investment (Group) Co., Ltd., and has served as the executive deputy general manager of Beijing Financial Street Investment and Management Co., Ltd. since 1 July 2021.

Mr. Jiang graduated from Nankai University (南開大學) with a bachelor’s degree in economics in June 1998, specialising in international enterprise management, from ESSEC Business School in Paris, France with a master’s degree in November 2004 and completed the preparatory programme for Master of Business Administration at Peking University (北京大學) and was awarded a master’s degree in business administration in June 2004.

Mr. Song Baocheng (宋寶程) (formerly known as “宋寶成”), aged 55, is an independent non-executive Director and a member of the Nomination Committee, Remuneration Committee and Audit Committee. He is primarily responsible for supervising and providing independent advice to our Board.

Mr. Song is a time-honoured participant with over 20 years’ experience in property management industry. Mr. Song is currently a director of Beijing Junying Property Management Co., Ltd. (北京均贏物業管理有限公司) (“**Junying**”) and served as general manager of Junying from June 2001 to June 2012. Junying is a company incorporated in Beijing on 21 June 2001, with its principal business in property management and maintenance of machinery. Junying provides property management service for public projects in Beijing. As a director of Junying, Mr. Song is responsible for strategic planning of its business. Since 16 July 2021, Mr. Song has served as the fifth vice president and secretary-in-general (副會長兼秘書長) of Beijing Property Management Association (北京物業管理行業協會), in charge of the day-today operations of the association. Established on 22 October 2008, Beijing Property Management Association is the non-profit organisation for property management enterprises registered in Beijing.

Mr. Song graduated from Harbin Institute of Technology (哈爾濱工業大學) in July 1988 with a bachelor’s degree in power engineering, with a specialisation in thermal engineering.

Biographies of Directors, Supervisors and Senior Management (Continued)

Ms. Tong Yan (佟岩), aged 44, is an independent non-executive Director, chairman of the Audit Committee and a member of the Nomination Committee. She is primarily responsible for supervising and providing independent advice to our Board. Ms. Tong has more than 15 years of experience in economics, finance and accounting. Ms. Tong served as a lecturer in the School of Management and Economics of Beijing Institute of Technology (北京理工大學管理與經濟學院) from July 2006 to June 2011 and a visiting fellow at King's College London from August 2012 to August 2013. She served as an associate professor in the school from July 2011 to June 2016 and was promoted to professor of the school in July 2016.

Ms. Tong graduated from Business School of Renmin University of China (中國人民大學商學院), with a bachelor's degree in economics specialising in accounting in July 2000, a master's degree in management with a specialisation in accounting in July 2003 and a doctor's degree in management in July 2006. Ms. Tong qualified as a certified public accountant (non-practising member) as awarded by the Chinese Institute of Certified Public Accountants in September 2010.

Ms. Tong currently serves as an independent director of Hebei Jinniu Chemical Industry Co., Ltd. (河北金牛化工股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 600722) and principally engaged in manufacture and distribution of chemical products. She has ceased to serve as an independent director of Offcn Education Technology Co., Ltd. (中公教育科技股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 002607) since 28 January 2022.

Ms. Lu Qing (陸晴), aged 50, is an independent non-executive Director and chairman of the Remuneration Committee. She is primarily responsible for supervising and providing independent advice to our Board.

Ms. Lu has over 29 years of experience in finance and accounting. She successively served as business partner and deputy general manager of Peking Certified Public Accountants Co., Ltd. (中勤萬信會計師事務所) from February 1992 to March 2002. From May 2002 to May 2008, she served as chief financial officer of the China operations of Sing Tao News Corporation Limited (星島新聞集團有限公司), a company listed on the Stock Exchange (stock code: 1105) and principally engaged in media operations, and concurrently held various positions including chief financial officer, director and company secretary in some of the Sing Tao group's subsidiaries in China. From January 2013 to November 2015, she served as the head of internal audit of China Regenerative Medicine International Limited (中國再生醫學國際有限公司), a company listed on the Stock Exchange (stock code: 8158) and principally engaged in, among others, production and sales of tissue engineering products and its related by-products. Since October 2015, she has served as chief operation officer of Wonderland International Asset Management Limited (華德國際資產管理有限公司) and director and assistant chief executive officer of Wonderland International Financial Holdings Limited (華德國際金融控股有限公司) successively.

Ms. Lu graduated from Central University of Finance and Economics (中央財經大學) (formerly known as Central Institute of Finance (中央財政金融學院)) in June 1993 with a bachelor's degree in economics specialising in accounting, and graduated from the Peking University (北京大學) in January 2003 with a master's degree in law.

Biographies of Directors, Supervisors and Senior Management (Continued)

Ms. Lu qualified as a PRC certified public accountant in April 1995, and qualified as a PRC certified tax agent in December 1999. Ms. Lu obtained a Type 9 (asset management) licence granted by the SFC in January 2017 and was awarded the Responsible Person Qualification in September 2020, and was designated as a non-practising PRC certified public valuer in October 2017.

In addition, Ms. Lu also serves as a director of SPI Energy Co., Ltd., a company listed on NASDAQ (stock code: SPI) and principally engaged in manufacture and sales of photovoltaic systems.

BIOGRAPHIES OF SUPERVISORS

Mr. Liu Anpeng (劉安鵬), aged 41, is the chairman of the supervisory committee of our Company (the “**Supervisory Committee**”). He is primarily responsible for overseeing the affairs of the Supervisory Committee, and monitoring operation and financial matters, examining periodic reports and supervising the conduct of our Board and senior management. Mr. Liu joined our Company in July 2018 and has been serving as a supervisor of the Company (the “**Supervisor**”) ever since.

Mr. Liu joined Financial Street Affiliates Group in July 2007 and has held various positions within Financial Street Affiliates Group, including as a planning manager of Beijing Financial Street Real Estate Consultants Ltd. (北京金融街房地產顧問有限公司), a direct wholly-owned subsidiary to Financial Street Holdings, from July 2007 to August 2008, and at Financial Street Holdings from August 2008 to December 2012, where his last position was internal control manager. Mr. Liu was the secretary to the board of directors of Beijing Financial Street Assets Management Co., Ltd. (金融街資產管理有限公司) from January 2013 to March 2013. Mr. Liu has been working at Beijing Financial Street Investment (Group) Co., Ltd. since March 2013 and he is currently the deputy director of legal affairs and general manager of its legal department of the Company.

Mr. Liu graduated from China University of Political Science and Law (中國政法大學) with a bachelor’s degree in law in July 2003 and a master’s degree in law in June 2007. Mr. Liu qualified as a legal professional as awarded by the Ministry of Justice of the PRC in March 2004 and qualified as a certified public accountant (non-practising member) as awarded by the Chinese Institute of Certified Public Accountants in April 2017.

Ms. Gao Minghui (高明慧), aged 39, is a Supervisor. She is primarily responsible for monitoring operation and financial matters, examining periodic reports and supervising the conduct of our Board and senior management. Ms. Gao joined the Company in June 2019 as a senior risk manager in the risk and legal affairs center of the Company, and has been a Supervisor since 7 December 2020.

Prior to joining the Company, from July 2010 to September 2011, Ms. Gao worked in Beijing Foresight Innovation Co., Ltd. (北京遠創明德管理諮詢有限公司) as a consultant. From November 2011 to April 2014, she worked at Beijing First Huida Risk Management Application Technology Co., Ltd. (北京第一會達風險管理科技有限公司) with her last position as a consultant in its consulting department. From April 2014 to May 2017, she worked at Beijing Shanhaitian Materials Trading Co., Ltd. (北京山海天物資貿易有限公司) as an audit manager in its risk control department. From May 2017 to May 2019, Ms. Gao worked in China UCAR Group Co., Ltd. (神州優車集團有限公司) as the head of its internal control department, where she was seconded to Luckin Coffee (Beijing) Co., Ltd. (瑞幸咖啡(北京)有限公司) as the optimisation manager of its management optimisation department from June 2018.

Biographies of Directors, Supervisors and Senior Management (Continued)

Ms. Gao graduated from Beijing Jiaotong University with a bachelor's degree in management in July 2007 specialising in logistics management and from the University of International Business and Economics with a master's degree in economics in July 2010 specialising in quantitative economics. Ms. Gao obtained a securities practitioner qualification (證券從業資格) issued by the Securities Association of China (中國證券業協會) in 2009. She was certified as a Certified Internal Auditor (國際註冊審計師) by the Institute of Internal Auditors (國際內部審計師協會) in December 2016 and received the qualification of intermediate economist (中級經濟師) issued by Beijing Municipal Human Resources and Social Security Bureau (中華人民共和國人力資源和社會保障部) in November 2019.

Ms. Lyu Min (呂敏), aged 32, is an employee representative Supervisor. She is primarily responsible for monitoring operation and financial matters, examining periodic reports and supervising the conduct of our Board and senior management.

Ms. Lyu joined our Company in July 2017 and has successively served in various positions, including as discipline inspection and supervisory officer, as commissioner of discipline inspection office and as the assistant director of the discipline inspection office and has served as the deputy director of discipline inspection office since 25 March 2022. She was appointed a Supervisor in September 2019. Ms. Lyu graduated from Jinzhong University (晉中學院) in July 2012 with a bachelor's degree in management and from Beijing Normal University (北京師範大學) in June 2017 with a master's degree in applied psychology. Ms. Lyu was certified as an enterprise human resources professional (企業人力資源管理師) at level three and a psychological consultant (心理諮詢師) at level two from the Ministry of Human Resources and Social Security ("MOHRSS") in January 2011 and December 2017, respectively.

BIOGRAPHIES OF SENIOR MANAGEMENT

Mr. Chen Xi (陳曦), aged 42, is a deputy general manager, secretary to our Board and labour union chairman (工會主席) of our Company. He is responsible for the corporate governance of our Company and the overall management and day-to-day operations of certain branches of our Company.

Mr. Chen has over 21 years of experience in property management. Mr. Chen joined our Company in July 2000, serving as assistant general manager in February 2007 and has successively served in various positions. Mr. Chen has been serving as the deputy general manager of our Company since May 2017, secretary to our Board since July 2008 and labour union chairman since June 2012. Currently, Mr. Chen is also the chairman of board of directors and manager of Beijing Rongxin Hetai Enterprise Management Co., Ltd. (北京融信合泰企業管理股份有限公司), a supervisor of Beijing Huarong Real Estate Agency Co., Ltd. (北京華融房地產經紀有限公司), the vice chairman of board of directors of Harbin Financial Street Property Management Co., Ltd. (哈爾濱金融街物業管理有限公司) and the person-in-charge of the Harbin branch (哈爾濱分公司) of our Company.

Mr. Chen graduated from University of Science and Technology Beijing (北京科技大學) with a bachelor's degree in engineering in July 2000. He was issued a qualification certificate as a board-level secretary by the Shenzhen Stock Exchange in November 2012. He qualified as a PRC certified property manager as approved by the MOHRSS and the Ministry of Housing and Urban-Rural Development ("MOHURD") in October 2010 and was registered as a PRC certified property manager by the MOHURD in February 2014.

Biographies of Directors, Supervisors and Senior Management (Continued)

Mr. Zhao Wencheng (趙文成), aged 52, is a deputy general manager of our Company. He is responsible for overall management and day-to-day operations of certain branches of our Company.

Mr. Zhao has over 21 years of experience in property management. Mr. Zhao joined our Company in July 2000 and has successively served in various positions. He has been appointed as a deputy general manager of our Company since June 2012. Currently, Mr. Zhao is the person-in-charge of each of the Guangzhou branch, Changshu branch, Shanghai branch, Shenzhen branch, Suzhou branch, Dongguan branch and Huizhou Huicheng branch of our Company.

Mr. Zhao completed all undergraduate courses in property management at the adult education school of the Party School of the Beijing Municipal Committee of CPC in 2007. Mr. Zhao was certified as an assistant engineer by Beijing Primary Specialised Technique Qualification Evaluation Committee (北京市初級專業技術資格評審委員會) in September 2006 and he passed the Beijing property manager examination and qualified as a person-in-charge of property projects as approved by the Beijing Municipal Commission of Housing and Urban-Rural Development (北京市住房和城鄉建設委員會) in March 2011. In February 2014, Mr. Zhao was registered as a PRC certified property manager by the MOHURD.

Mr. Tang Xiao (唐曉), aged 52, is a deputy general manager of our Company. He is responsible for overall management and day-to-day operations of certain branches of our Company.

Mr. Tang has over 25 years of experience in property management. Mr. Tang joined our Company in September 1996, serving as assistant general manager in November 2006 and has successively served in various positions, from project manager to deputy general manager of our Company. He has been working as a deputy general manager of our Company since January 2015. Currently, Mr. Tang is the person-in-charge of each of the Langfang branch, Zunhua branch and Gu'an branch of our Company, and executive director of Beijing Financial Street Residential Property Management Co., Ltd. (北京金融街住宅物業管理有限責任公司) and Beijing Xidan Dongnan Mansion Real Estate Management Co., Ltd. (北京市西單東南大廈物業管理有限 公司), both of which are our Company's subsidiaries, and the director of Beijing Financial Street New City Property Management Co., Ltd..

Mr. Tang studies in the Correspondence Institute of the Party School of the Central Committee of CPC (中共中央黨校函授學院) and obtained his bachelor's degree in law in December 2006. Mr. Tang obtained a property management manager certificate (物業管理單位部門經理、管理人員崗位證書) from the Personnel Education Department (人事教育司) and the Housing and Real Estate Department (住宅與房地產業司) of the Ministry of Construction of the PRC (中華人民共和國建設部) in November 1999. He was certified as a property management professional (物業管理師) by the Ministry of Labour and Social Security of the PRC (now merged into MOHRSS) in December 2003. He passed the Beijing property manager examination and qualified as a person-in-charge of property projects as approved by the Beijing Municipal Commission of Housing and Urban-Rural Development in March 2011. In September 2011, he qualified as a PRC certified property manager as approved by the MOHRSS and the MOHURD.

Biographies of Directors, Supervisors and Senior Management (Continued)

Ms. Lyu Bin (呂彬), aged 51, is a deputy general manager of our Company. She is responsible for overall management and day-to-day operations of the food and beverage business of our Group.

Ms. Lyu has over 25 years of experience in property, food and beverage and management. Ms. Lyu joined our Company in November 1996 and has successively served in various positions at our Group and Financial Street Affiliates Group, including Beijing Shuncheng Hotel (北京順成飯店) from June 1997 to March 2012, where her last position was general manager. She started serving as an assistant general manager of our Company in January 2013 and has been a deputy general manager of our Company since May 2017. Currently, Ms. Lyu is the executive director and general manager of Beijing Jinxi Litai Hotel Management Co., Ltd. (北京金禧麗泰酒店管理有限責任公司) and the person-in-charge of IZEE Third Branch (怡己第三分店), Shushi Café Branch (舒適咖啡廳分公司), Shuxin Café Branch (舒欣咖啡廳分公司), Shuyi Café Branch (舒逸咖啡廳分公司), Shuyue Café Branch (舒月咖啡廳分公司), Shanghai First Branch (上海第一分店), IZEE•BAKED MAGIC Second and Third Branches (怡己烘坊第二及第三分店) and Beijing IZEE Mitsuyado Restaurant Management Co., Ltd. Trade Branch (北京怡己三矢堂餐飲管理有限公司國貿分公司), executive Director of Beijing Huigu Conference Centre Co., Ltd. (北京慧谷會議中心有限公司) and Beijing IZEE Alley Catering Management Co., Ltd. (北京怡己巷子餐飲管理有限公司), and chairperson of the board of directors of Beijing IZEE Mitsuyado Restaurant Management Co., Ltd. (北京怡己三矢堂餐飲管理有限公司).

Ms. Lyu graduated from University of Modern Administration (現代管理大學) in the PRC and completed undergraduate studies in business and enterprise management in July 2005 and completed the postgraduate programme in business management at Beijing Technology and Business University (北京工商大學) in March 2011.

Mr. Zhang Junling (張軍齡), aged 50, is a deputy general manager of our Company. He is responsible for overall management and day-to-day operations of certain branches of our Company.

Mr. Zhang joined our Company in July 2012 and has been working in various positions at our Company, including as an assistant general manager from May 2017 to August 2018 and later as a deputy general manager since August 2018. Currently, Mr. Zhang is the director of Huai'an Guolian Financial Centre Property Service Co., Ltd. (淮安市國聯金融中心物業服務有限公司), the director of Financial Street Hongya Property Services (Chongqing) Co., Ltd. and the person-in-charge of each of the Huai'an branch, Tianjin branch, Chongqing branch, Chengdu branch and Chongqing Jiulong branch of our Company.

Mr. Zhang has over 16 years of experience in property management. Prior to joining our Company, Mr. Zhang worked in Beijing Dejia Property Management Co., Ltd. (北京德佳物業管理有限公司) from May 2005 to April 2009, where his last position was deputy general manager. Mr. Zhang worked as property director (物業總監) in Beijing Ankai Jiaye Property Management Co., Ltd. (北京安開嘉業物業管理有限公司) from May 2009 to May 2012.

Mr. Zhang graduated from Party School of the Beijing Municipal Committee of CPC (中共北京市委黨校) and obtained the college graduation certificate of economic management in July 2005 and the bachelor's diploma of administrative management in July 2008. He passed the Beijing property manager examination and qualified as a person-in-charge of property projects as approved by the Beijing Municipal Commission of Housing and Urban-Rural Development in March 2011. In February 2014, he was registered as a PRC certified property manager by the MOHURD. He obtained the economics professional qualification (經濟專業技術資格) in real estate economics at intermediate level from the MOHRSS in November 2017.

Biographies of Directors, Supervisors and Senior Management (Continued)

Mr. Xiang Zheng (項嶂), aged 43, is the financial controller of our Company. He is responsible for financial management and accounting matters of our Company.

Mr. Xiang joined our Company in February 2010 and has been working as the financial controller of our Company since February 2014. Currently, Mr. Xiang is also the financial controller of Beijing Financial Street Savills Property Management Co., Ltd. (北京金融街第一太平戴維斯物業管理有限公司), supervisor of Beijing Huigu Conference Centre Co., Ltd. (北京慧谷會議中心有限公司) and director of Beijing Financial Street Insurance Agency Co., Ltd. (北京金融街保險經紀股份有限公司) and Financial Street Shengda (Beijing) Technology Co., Ltd. (金融街升達(北京)科技有限公司).

Mr. Xiang has over 16 years of experience in accounting. Prior to joining our Company, Mr. Xiang held financial and accounting duties at various companies, including Beijing Jinyi Real Estate Development Co., Ltd. (北京金易房地產開發有限公司) from April 2005 to February 2010.

Mr. Xiang graduated from University of Science and Technology Beijing (北京科技大學) with a bachelor's degree in accounting in July 2005. In December 2014, he passed the National Uniform Certified Public Accountant Examination of the PRC. Mr. Xiang was certified as a senior accountant by the Beijing Senior Specialised Technique Qualification Evaluation Committee (北京市高級專業技術資格評審委員會) in October 2016.

Mr. Wang Zhanhu (王占虎), aged 47, is the assistant general manager of our Company. He is responsible for the safety operation management of our Company and the operational management of certain branches and projects of our Company.

Mr. Wang has over 20 years of experience in property management. He joined our Company in April 2001 and has held various positions, including manager of our estate management centre, manager of our Ping'an property management centre, and manager of our Desheng international project centre. He was appointed as an assistant general manager of our Company in August 2018.

Mr. Wang graduated from Zhengzhou Industrial College (鄭州工業高等專科學校, now known as Henan University of Technology (河南工業大學)), completing junior college level (專科) studies in polymer science (高分子材料) in July 1999 and from the Party School of the Beijing Municipal Committee of CPC, obtaining an undergraduate certificate in property management in July 2008. Mr. Wang obtained the qualification certificate as a certified property manager from the MOHURD in May 2011.

Ms. Jiang Xin (江欣), aged 46, is the human resources controller of our Company. She is responsible for human resources management and the establishment and training of workforce talent of our Company.

Ms. Jiang joined our Company in January 2008. She served as the human resources manager of our Company from November 2008 to May 2017 and was promoted to her current position in May 2017.

Ms. Jiang graduated from Beijing University of Technology (北京工業大學) with a bachelor's degree in mechanical and electrical engineering in July 2000. She was certified as an assistant engineer by the Beijing Primary Specialised Technique Qualification Evaluation Committee (北京市初級專業技術資格職務評審委員會) in August 2002, and as an enterprise human resources management professional (企業人力資源管理師) at level one by the MOHRSS in September 2014. Ms. Jiang has been a member of the Human Resources Development Committee of the China Property Management Institute (中國物業管理協會人力資源發展委員會) since November 2017.

Corporate Governance Report

CORPORATE GOVERNANCE PRACTICES

The Group is committed to achieving a high standard of corporate governance to protect the overall interests of the Shareholders.

The Company has adopted and applied the Corporate Governance Code (the “**Corporate Governance Code**”) set out in Appendix 14 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Listing Rules**”), which was in force during the year ended 31 December 2021 as its own corporate governance code. To the best knowledge of the Directors, except for code provision A.2.1 set out below (renumbered as code provision C.2.1 of the Corporate Governance Code with effect from 1 January 2022), the Company has complied with all applicable code provisions under the Corporate Governance Code during the year ended 31 December 2021.

According to the Corporate Governance Code, the roles of chairman of the board of directors of a company and the general manager should not be performed by the same individual. During the reporting period, the roles of chairman of the Board (“**Chairman**”) and general manager of the Company are performed by Mr. Sun Jie. Taking into account Mr. Sun Jie’s strong expertise and insight into the property management industry, the Board considers that the roles of Chairman and general manager being performed by Mr. Sun Jie enables more effective and efficient overall business planning, decision making and implementation thereof by the Group. In order to maintain good corporate governance and fully comply with the code provisions of the Corporate Governance Code, the Board will regularly review the need to appoint different individuals to perform the roles of Chairman and general manager separately.

BOARD OF DIRECTORS

Composition of the Board

As at the date of this report, the Board consists of two executive Directors (namely Mr. Sun Jie (Chairman) and Ms. Xue Rui), four non-executive Directors (namely Mr. Shen Mingsong, Mr. Zhou Peng, Mr. Liang Jianping and Mr. Jiang Rui) and three independent non-executive Directors (namely Mr. Song Baocheng, Ms. Tong Yan and Ms. Lu Qing). An updated list of Directors and their roles and functions is posted on the websites of the Stock Exchange and the Company, respectively. Their names and biographical details are set out in the “Biographical details of Directors, Supervisors and Senior Management” section of this report. The Board has the responsibility for the overall management of the Company’s operations, as well as for overseeing and formulating the overall business strategy.

Apart from the information disclosed in the section headed “Biographical Details of Directors, Supervisors and Senior Management” of this report, there is no financial, business, family and other material or relevant relationship among the respective Directors, the supervisors, the chairman and the general manager of the Company.

Corporate Governance Report (Continued)

For the year ended 31 December 2021, the Board has consistently complied with Rules 3.10(1) and (2) of the Listing Rules regarding the appointment of at least three independent non-executive Directors and at least one independent non-executive Director who shall have appropriate professional qualifications or accounting and financial management expertise. The three independent non-executive Directors account for one-third of the Board, which meets the requirements of Rule 3.10A of the Listing Rules, that is, the independent non-executive Directors of the listed issuer must make up at least one-third of the Board. The Board believes that the Board has sufficient independence to safeguard the interests of the Shareholders.

Duties of Directors

The Board is responsible for overseeing all major matters of the Company, including formulating and approving all policy matters, overall strategy, internal control and risk management systems, and supervising the performance by senior management of their duties. Directors shall make objective decisions based on the Company's overall interests. As at the date of this report, the Board consists of nine Directors, including two executive Directors, four non-executive Directors and three independent non-executive Directors. The names and biographical details of the Directors are listed in the section headed "Biographical Details of Directors, Supervisors and Senior Management" of this report.

The liability insurance of the Directors, Supervisors and senior management of the Company is maintained by the Company to prevent and cover certain legal liabilities that may arise in the course of performing their duties.

Board Authorisation

The management consisting of executive Directors and other senior management is authorised to implement the strategies and guidelines approved by the Board from time to time and is responsible for the day-to-day management and operations of the Group. The executive Directors and senior executives meet regularly to review the performance of the Group's overall business, coordinate overall resources, and make financial and operating decisions. The Board also gives clear instructions on its management powers (including circumstances where the management should report to it) and will regularly review the authorisation arrangements to ensure that they are suitable for the needs of the Group.

Directors' Responsibility for the Financial Statements

The Directors acknowledge their responsibility to prepare the Group's consolidated financial statements in accordance with statutory requirements and applicable accounting standards. The Directors also acknowledge their responsibilities to ensure the timely release of the Group's consolidated financial statements. The Directors are not aware of any significant uncertainties related to events or conditions which may have a significant impact on the Company's ability to continue as a going concern. Therefore, the Directors have prepared the consolidated financial statements of the Group in accordance with the going concern standard.

Corporate Governance Report (Continued)

Independent Non-executive Directors

Independent non-executive Directors play an important role in the Board by virtue of their independent judgements, and their views exert great significance over the decisions of the Board. The functions of independent non-executive Directors include holding impartial views and judgements on such issues as the Company's strategy, performance and control; and reviewing the Company's performance and monitoring performance reports.

All independent non-executive Directors have extensive academic, professional, industry knowledge and management experience, and have made positive contributions to the Company's development by providing professional advice to the Board.

Confirmation of Independence

The independence of the independent non-executive Directors has been assessed in accordance with the applicable Listing Rules, and the Company has received from each independent non-executive Director an annual written confirmation of his/her independence in accordance with Rule 3.13 of the Listing Rules. The Company considers that all independent non-executive Directors meet the guidelines for assessing independence set out in Rule 3.13 of the Listing Rules and are independent.

Board Diversity Policy

Our Board has adopted a board diversity policy ("**Board Diversity Policy**") on 9 June 2020 setting out the approach to achieve diversity on our Board. The Company recognizes and embraces the benefits of a diversified Board, and considers board-level diversity to be an important element in supporting the achievement of the Company's strategic goals and sustainable development. Pursuant to the Board Diversity Policy, the Company seeks to make decisions based on the strengths of the candidates and their contribution to the Board through the consideration of a number of factors, including but not limited to gender, age, cultural and educational background, professional qualification, experience, independence, skills, and knowledge, as well as the Company's business characteristics and future development needs. The Company will select potential Board candidates based on merit and his/her potential contribution to our Board while taking into account the Board Diversity Policy and other factors of the Company. Our Company will also take into consideration our own business model and specific needs from time to time. All Board appointments will be based on meritocracy and candidates will be considered against objective criteria, having due regard to the benefits of diversity on our Board.

The Board reflects the current management of our Group and comprises nine members, including a female executive Director and two female independent non-executive Directors out of the seven non-executive Board members. The total number of women is three, accounting for one-third of the Board members. The Directors have a balanced mix of experiences, including property management, hotel management business, overall management and business development, administrative management, legal, finance, auditing and accounting experiences. Furthermore, the ages of the Directors range from 40 years old to 55 years old. The Company has taken and will continue to take steps to promote gender diversity at all levels of our Company, including but without limitation at our Board and senior management levels.

Corporate Governance Report (Continued)

Taking into account the business model and specific needs of the Company as well as the presence of three female Directors out of a total of nine Board members, the age range of the Directors and their respective background, the Company considers that the composition of our Board satisfies the Board Diversity Policy. The Company has also taken and will continue to take measures to enhance diversity at all levels of the Company, including, but not limited to, the Board and management levels. Although the Company recognizes that the existing composition of the Board can enhance the diversity of the Board, it will continue to refer to the Board Diversity Policy and apply the rules of appointment based on the actual situation.

With regards to gender diversity on our Board, the Board Diversity Policy further provides that our Board shall take opportunities to increase the proportion of female members when selecting and making recommendations on suitable candidates for Board appointments. The Group will also ensure that there is a gender diversity when recruiting staff at the mid to senior levels so that there are female senior management and potential successors to our Directors going forward. It is the objective of the Company to maintain an appropriate balance of gender diversity with reference to stakeholders' expectation and international and local recommended best practices.

The Nomination Committee will review the structure, size and composition of the Board once a year to ensure the effective implementation of the Board Diversity Policy. The Nomination Committee will also review the Board Diversity Policy from time to time to ensure its continued effectiveness.

Appointment, Re-election and Removal of Directors

According to the articles of association of the Company as amended from time to time (the “**Articles of Association**”), Directors shall be elected by general meeting and the term of office of the Directors (including non-executive Directors) is from the date of passing the resolutions at the general meeting to the expiry date of the term of office of the Board of that session. The term of each session of the Board is three years, and the Directors are eligible for re-election upon expiry of the term.

At any time before the expiration of the Director's term, the Shareholders may dismiss any Director by an ordinary resolution at any general meeting convened and held in accordance with the Articles of Association, despite the contrary in the Articles of Association or the existence of any agreement reached between the Company and the Director (but without prejudice to any claim for damages under that agreement).

Director Training and Professional Development

Each newly appointed Director receives comprehensive, formal and customised training at the time of appointment. Subsequently, the Directors will obtain the latest developments regarding the Listing Rules, legal and other regulatory requirements, as well as the Group's business development, and they will be encouraged to participate in continuous professional development to expand their knowledge and skills. For the year ended 31 December 2021, according to the records provided by the Directors, all Directors participated in continuous professional development activities by way of attending trainings related to directors' duties and reading materials covering topics including directors' duties, Board governance, risk management and internal controls.

Corporate Governance Report (Continued)

The following table sets forth the training received by the existing Directors during the year:

Directors	Continuing professional training	Reading materials related to regulation and governance (newspaper, publication or information)
Sun Jie	Yes	Yes
Xue Rui	Yes	Yes
Shen Mingsong	Yes	Yes
Zhou Peng	Yes	Yes
Liang Jianping	Yes	Yes
Jiang Rui	Yes	Yes
Song Baocheng	Yes	Yes
Tong Yan	Yes	Yes
Lu Qing	Yes	Yes

BOARD MEETING AND GENERAL MEETING

The Board meets regularly to discuss and formulate the overall strategy, operations and financial performance of the Group. Directors can participate in person or through electronic communication. The Board holds at least four meetings per year at a frequency of approximately once a quarter, and will arrange ad hoc meetings if necessary. The date of each meeting is set in advance so that the Directors can attend the meeting in person.

During the year ended 31 December 2021, the Directors have made active contribution to the affairs of the Group and seven Board meetings were held.

Corporate Governance Report (Continued)

Director Attendance Record

For the year ended 31 December 2021, the attendance records of the Directors at Board meetings, meetings of special committees under the Board and general meetings are as follows:

Number of meetings attended/number of meetings held for the year ended 31 December 2021

	Board	Audit Committee	Remuneration Committee	Nomination Committee	General Meeting
Executive Director					
Mr. Sun Jie (<i>Chairman</i>)	7/7	N/A	N/A	1/1	1/1
Ms. Xue Rui	7/7	N/A	N/A	N/A	1/1
Non-executive Director					
Mr. Shen Mingsong	7/7	N/A	2/2	N/A	1/1
Mr. Zhou Peng	7/7	N/A	N/A	N/A	1/1
Mr. Liang Jianping	6/7	N/A	N/A	N/A	1/1
Mr. Jiang Rui	7/7	2/2	N/A	N/A	1/1
Independent Non-executive Director					
Mr. Song Baocheng	7/7	2/2	2/2	1/1	0/1
Ms. Tong Yan	7/7	2/2	N/A	1/1	1/1
Ms. Lu Qing	7/7	N/A	2/2	N/A	1/1

Nomination Policy

The Nomination Committee adopts a variety of methods to qualify candidates for Directors, including recommendations from Board members, the management and professional intermediaries. In addition, the Nomination Committee will consider Director candidates appropriately submitted by Shareholders. The evaluation of the Nomination Committee on Director candidates may include, but is not limited to, review of resumes and work experience, personal interviews, verification of professional and personal recommendation letters, and performing background checks. The Board will consider the recommendations of the Nomination Committee and be responsible for designating candidates for Directors to be elected by Shareholders at the Company's general meeting, or appointing suitable candidates to serve as Directors to fill Board vacancies or as supplements to Board members, and to comply with the Articles of Association. All Director appointments should be confirmed through a letter of appointment and/or service contract, which should state the main terms and conditions of Director appointment.

Corporate Governance Report (Continued)

The Nomination Committee shall consider the following qualification requirements of a candidate for recommendation of potential new Directors to the Board or for re-election of existing Directors:

- personal and professional conduct and integrity;
- nominees' proven personal achievements and abilities and their ability to make reasonable business judgements;
- skills that complement the existing Board;
- ability to assist and support management and make significant contribution to the success of the Company; and
- understand the time and effort required for Board members to be trusted and to perform their duties diligently.

Candidates for independent non-executive Directors should meet the "independence" criteria set out in the Listing Rules and the composition of the Board needs to comply with the provisions of the Listing Rules.

The Nomination Committee shall consider other factors as it considers to be in the best interest of the Company and Shareholders.

COMPLIANCE WITH THE MODEL CODE FOR DIRECTORS' AND SUPERVISORS' SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") as set out in Appendix 10 to the Listing Rules as the code of conduct and rules governing dealings by all the Directors and supervisors of the Company in the securities of the Company. Having made specific enquiry of all the Directors and supervisors, they have confirmed that they have complied with the required standards set out in the Model Code for the year ended 31 December 2021.

According to the Company's requirements, the relevant management personnel and employees are also subject to the Model Code, which prohibits them from dealing in the Company's securities whenever they possess inside information related to the securities. The Company was not aware of any incidents of non-compliance with the Model Code by relevant personnel and employees.

Corporate Governance Report (Continued)

REMUNERATION OF SENIOR MANAGEMENT

Details of emoluments of the Directors and chief executive and the remuneration of each of the five highest paid individuals are set out in note 15 to the Consolidated Financial Statements for the year ended 31 December 2021.

The remuneration of the senior management of the Company by band for the year ended 31 December 2021 is as follows:

Remuneration band (RMB)	Number of individuals
1–1,000,000	10
1,000,001–1,500,000	0

DIVIDEND POLICY

The payment and amount (if any) of dividends depend on the Group's operating results, cash flow, financial position, legal and regulatory restrictions on dividends, future prospects and other relevant factors. Shareholders will be entitled to receive dividends on a pro-rata basis based on their respective paid-up shares of the Company (the "Shares") or paid-up capital which has been credited to the Shares. The Company determines the declaration, payment and amount of dividends at its sole discretion. The proposed payment of dividends must also be at the discretion of the Board, and any declaration of final dividend is subject to Shareholders' approval. The Board will conduct annual review on the dividend policy and does not guarantee any declaration or payment of dividends in any specific amount for any specific period. The Group intends to declare and pay an annual dividend for each financial year at an amount not less than 30% of the profits of such year.

CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for performing corporate governance duties, including:

- to develop and review the policies and practices on corporate governance;
- to review and monitor the training and continuous professional development of the Directors and senior management;
- to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- to specify, review and monitor the code of conduct and compliance manual applicable to employees and the Directors; and
- to review the Company's compliance with Appendix 14 to the Listing Rules (Corporate Governance Code and Corporate Governance Report).

Corporate Governance Report (Continued)

During the year ended 31 December 2021, the Board has performed the above duties.

BOARD COMMITTEES

The Board has established three committees with respective written terms of reference to oversee related business of the Group.

AUDIT COMMITTEE

The Company has established the Audit Committee in accordance with Rules 3.21 to 3.23 of the Listing Rules and has established its written terms of reference in accordance with the Corporate Governance Code. The main responsibilities of the Audit Committee are, among others:

- (1) to review and supervise the Group's financial reporting procedures and internal control system, risk management and internal audit;
- (2) to provide advice to the Board; and
- (3) to perform other duties that the Board may delegate.

As at the date of this report, the Audit Committee consists of three members, namely Ms. Tong Yan and Mr. Song Baocheng, being independent non-executive Directors, and Mr. Jiang Rui, being a non-executive Director. The Audit Committee is chaired by Ms. Tong Yan, an independent non-executive Director with appropriate accounting and related financial management expertise, which meet the requirements of Rule 3.21 of the Listing Rules.

In accordance with the requirements under code provision C.3.3(e)(i) of the Corporate Governance Code, (which has been re-numbered as code provision D.3.3(e)(i) of the Corporate Governance Code since 1 January 2022), the Audit Committee shall meet at least twice a year with the auditors of the Company. For the year ended 31 December 2021, the Audit Committee held two meetings with the senior management and the independent auditors of the Company: (i) to consider the independence of the independent auditors and the scope of their audit; (ii) to review and discuss the risk management and internal control system of the Group, the effectiveness of the internal audit and risk control management function of the Company; (iii) to review the 2020 annual results of the Group and the opinions and reports of the independent auditors, and submit the annual results to the Board for approval; and (iv) to consider the 2021 interim results and the opinions and report of the independent auditors, and submit the interim results to the Board for approval. The Board has confirmed that the Audit Committee had met twice with the auditors during the year ending 31 December 2021, so as to fully meet the requirements under code provision C.3.3(e)(i) of the Corporate Governance Code (which has been re-numbered as code provision D.3.3(e)(i) of the Corporate Governance Code since 1 January 2022).

Corporate Governance Report (Continued)

REMUNERATION COMMITTEE

The Company has established the Remuneration Committee in accordance with the Corporate Governance Code and has established its written terms of reference. The main responsibilities of the Remuneration Committee are to advise the Board on remuneration of Director and senior management, and among others:

- (1) to establish, review and provide advice to our Board on our policy and structure concerning remuneration of our Directors, supervisors and senior management and transparent procedure for developing policies concerning such remuneration;
- (2) to determine the terms of the specific remuneration package of each Director, Supervisor and member of senior management; and
- (3) to review and approve remuneration by reference to corporate goals and objectives resolved by our Directors from time-to-time.

As at the date of this report, the Remuneration Committee consists of three members, namely Ms. Lu Qing and Mr. Song Baocheng, being independent non-executive Directors and Mr. Shen Mingsong, a non-executive Director. Ms. Lu Qing, an independent non-executive Director, served as the chairman of the Remuneration Committee.

For the year ended 31 December 2021, the Remuneration Committee held two meetings, to review the relevant matters relating to the remuneration of Directors, Supervisors and senior management and the performance bonuses for key posts in the Group.

NOMINATION COMMITTEE

The Company has established the Nomination Committee in accordance with the Corporate Governance Code, and has established its terms of reference. The main responsibilities of the Nomination Committee are, among others:

- (1) to review the structure, size and composition of our Board on a regular basis and make recommendations to our Board regarding any proposed changes to the composition of our Board;
- (2) to identify, select or make recommendations to our Board on the selection of individuals nominated for directorship, and ensure the diversity of our Board members; and
- (3) to assess the independence of our independent non-executive Directors and make recommendations to our Board on relevant matters relating to the appointment, reappointment and removal of our Directors and succession planning of our Directors.

Corporate Governance Report (Continued)

As at the date of this report, the Nomination Committee consists of three members, namely Mr. Sun Jie, an executive Director, and Mr. Song Baocheng and Ms. Tong Yan, independent non-executive Directors. Mr. Sun Jie served as the chairman of the Nomination Committee.

During the year ended 31 December 2021, the Nomination Committee held one meeting to review matters relating to the structure, size, composition and diversity of the Board and the nomination policy, diversity policy and independence of independent non-executive Directors.

FINANCIAL REPORTING SYSTEM, RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The Board, with the support of the finance department, is responsible for the preparation of financial statements of the Group. In preparation of the financial statements, the Group adopted HKFRS and consistently used and applied appropriate accounting policies. The purpose of the Board is to make a clear and balanced assessment of the Group's results in its annual and interim reports to the Shareholders, and to make appropriate disclosures and announcements in a timely manner. Under code provision C.1.1 of the Corporate Governance Code (renumbered as code provision D.1.1 of the Corporate Governance Code with effect from 1 January 2022), the management will provide explanations and necessary information to the Board to enable it to make an informed assessment of financial and other information submitted to the Board for approval.

The scope of work and reporting responsibilities of Grant Thornton Hong Kong Limited, the Company's external auditor, are set out in the "Independent Auditor's Report" of this report.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

The Board acknowledges its overall responsibility for maintaining appropriate and effective risk management and internal control systems of the Group on an ongoing basis and reviewing their effectiveness at least once annually.

The Board and senior management are responsible for establishing, reviewing and implementing the Group's risk management and internal control systems. The internal control system covers all major aspects of the Group's operations, including sales, procurement, financial reporting, asset management, and budget and accounting processes. The Group's risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss. The Group also has internal audit and risk control functions, which mainly analyze and independently evaluate the adequacy and effectiveness of risk management and internal control systems, and report its findings to the senior management at least once annually.

Corporate Governance Report (Continued)

Regarding the Group's risk management and internal control measures, the Group has formulated a comprehensive set of policies and guidelines, which detail all aspects of internal control standards, processes used to identify, evaluate and manage significant risks, division of responsibilities, approval procedures, and personnel accountability. The Group has implemented procedures and internal controls to process and disclose inside information. In particular, the Group:

- has handled in strict accordance with the disclosure requirements of the Listing Rules and the Inside Information Disclosure Guidelines issued by the Securities and Futures Commission of Hong Kong in June 2012;
- has established its own disclosure obligation procedures that set out procedures and controls for assessing potential internal information and for processing and disseminating internal information;
- the procedures have been communicated to the Company's senior management and employees and the Company monitors its implementation; and
- made extensive, non-exclusive information disclosure to the public in financial reports, announcements and through channels such as websites.

For the year ended 31 December 2021, the Board has reviewed the relevant risk management and internal control systems. Details are as follows:

- (1) reviewed the function of internal audit of the Group;
- (2) confirmed that the risk management and internal control systems were reviewed on an annual basis. This review covered the period from 1 January 2021 to 31 December 2021; and
- (3) considered the work report on the Company's internal control and corporate governance made by the risk control and legal affairs centre and audit department of the Company. Upon review, the Board was of the view that the Company's internal control and risk management systems were effective and sufficient.

The risk management and internal control systems are continuously reviewed and evaluated by the Audit Committee and executive Directors, and will be further reviewed and evaluated by the Board at least once annually, covering all material controls, including financial, operational and compliance controls. During the year ended 31 December 2021, the Board (including the Audit Committee) has reviewed the Company's internal control and risk management systems and considered the systems to be effective and adequate.

Corporate Governance Report (Continued)

AUDITOR'S REMUNERATION

The Audit Committee is responsible for reviewing and supervising independence of auditors and objectiveness and effectiveness of audit procedures. The Audit Committee receives letters from the auditors, confirms their independence and objectiveness, and holds meetings with the auditors for the purpose of consideration of the audit scope offered by them, and consideration of and approval for the fees charged by them and the scope and appropriateness of non-audit services (if any). The Audit Committee also advises the Board on appointment and retention of independent auditors.

PwC resigned as auditors of the Company with effect from 24 June 2021. Grant Thornton Hong Kong Limited was appointed as auditors of the Company with effect from 24 June 2021 and to hold office until the annual general meeting of the Company for the year ended 31 December 2021 (the "2021 AGM") and subject to re-appointment in the 2021 AGM. The remuneration paid or payable for audit services and non-audit services (consulting services) for the year ended 31 December 2021 is as follows:

Remuneration paid or payable	For the year ended December 31	
	2021 <i>RMB millions</i>	2020 <i>RMB millions</i>
Audit services	1.82	3.62
Non-audit services	0.52	0.97
	2.34	4.59

JOINT COMPANY SECRETARIES

As at the date of this report, Mr. Chen Xi and Ms. Ho Wing Nga act as joint company secretaries. Ms. Ho Wing Nga is the Managing Director of the Corporate Governance and Compliance Department of Computershare Hong Kong Development Limited, a corporate services provider. Ms. Ho Wing Nga's primary contact person in the Company is Mr. Chen Xi, another joint company secretary of the Company. As of 31 December 2021, Ms. Ho Wing Nga and Mr. Chen Xi have conducted and received at least 15 hours of continuous professional learning and training to update their skills and knowledge.

SHAREHOLDERS' RIGHT

The Company treats all Shareholders equally with an aim to ensure that their rights can be fully exercised and their legitimate interests can be safeguarded and that the Shareholders' general meeting can be convened and held in strict compliance with the relevant laws and regulations. The Company's corporate governance structure is to ensure that all Shareholders, especially the minority Shareholders, can enjoy equal benefits and undertake corresponding responsibilities.

Corporate Governance Report (Continued)

CONVENING EXTRAORDINARY GENERAL MEETING

Pursuant to the Articles of Association, the Board may convene an extraordinary general meeting as it thinks fit. Shareholders requisitioning extraordinary general meetings or class meetings shall abide by the following procedures:

- (I) a Shareholder alone or Shareholders together holding over ten percent of the Shares shall have the right to make a request to the Board in writing to convene an extraordinary general meeting. The Board shall give a written reply stating its agreement or disagreement to the convening of the extraordinary general meeting within ten (10) days after receiving the request in accordance with the laws, administrative regulations and the Articles of Association.
- (II) if the Board agrees to convene an extraordinary general meeting, a notice for convening such meeting shall be issued within five (5) days after the date of the resolution of the Board and any changes to the original request contained in the notice shall be subject to the approval of relevant Shareholders.
- (III) if the Board does not agree to convene an extraordinary general meeting, or fails to give a response within ten (10) days after the receipt of the request, the Shareholder alone or Shareholders together holding over ten percent of the Shares shall have the right to propose to the Supervisory Committee in writing to convene an extraordinary general meeting.
- (IV) if the Supervisory Committee agrees to convene the extraordinary general meeting, it shall issue a notice of convening the general meeting within five (5) days upon receipt of the request. Any changes made to the original request in the notice requires the consent of the relevant Shareholders.
- (V) if the Supervisory Committee fails to issue a notice calling the general meeting by the prescribed deadline, it will be deemed that the Supervisory Committee disagrees to convene and preside over the general meeting, and a Shareholder alone or Shareholders together holding at least ten percent of the Shares for at least ninety (90) days in succession may himself/herself/themselves convene and preside over such meeting.

Corporate Governance Report (Continued)

INVESTOR RELATIONS

The Group is committed to maintaining stable and constructive communication with Shareholders and investors, adheres to the principles of integrity, standards and high transparency, and discloses relevant information in compliance with requirements under the Listing Rules. The Group disseminates information to Shareholders in the following manner:

- (1) delivering results and reports to all Shareholders.
- (2) publishing announcements on the disclosure website designated by the Stock Exchange and the website of the Company and despatching circulars for Shareholders as required under the Listing Rules; investors are enabled to access the Company's particulars, statutory announcements, and annual reports, interim reports, circulars and announcements published since its Listing on the website of the Company, which can be found in the column headed "Investor Relations" on the website.
- (3) holding annual general meetings and extraordinary general meetings as an effective communication channel between the Board and Shareholders.
- (4) the investor relations department of the Company takes charge of liaison with investors and analysts by answering their questions, organizing field trips to the office premises and/or project sites of the Group, gathering, collecting opinions and recommendations from analysts and investors on the operation of the Group in a timely manner, and considering and adopting them in the course of the Group's operation according to actual conditions.
- (5) communicating proactively with various parties, especially holding briefing sessions, press conferences and one-on-one meetings with institutional investors upon publication of results and material investments.

PUTTING FORWARD RESOLUTIONS AT GENERAL MEETINGS

According to the Articles of Association, a Shareholder alone or Shareholders together holding at least 3 percent of the Shares shall be entitled to propose motions to the Company in writing 10 days prior to the date of a general meeting.

Corporate Governance Report (Continued)

ENQUIRIES TO THE BOARD

The Company maintains a website at www.jrjlife.com, where information of the Company's businesses and projects, key corporate governance policies and announcements, financial reports and other information are available for public access. Shareholders and investors may send written enquiries or requests to the Company by the following ways:

Address: 24/F, Xihuan Plaza Tower 2, 1 Xizhimenwai Avenue, Xicheng District, Beijing, the PRC

Tel: +86 10 6621 5866

Email: ir@fsig.com.cn

As regards matters concerning nominating candidate(s) for election as a Director(s) by Shareholders and specific matters concerning Shareholder communications, the procedures of nominating Director candidate by relevant Shareholders and the Shareholder communications policies are available on the website of the Company.

THE ARTICLES OF ASSOCIATION

On 24 June 2021, the Company convened the 2020 AGM, and made amendments to the Articles of Association. The changes were mainly to change Company's business scope and amend Article 14 of the Articles of Association correspondingly.

Save as the above mentioned, there were no changes in the Articles of Association for the year ended 31 December 2021 and up to the date of this report. The Articles of Association are available on the Company's website and the Stock Exchange's website.

Report of Directors

The Board is pleased to present the report of Directors and audited consolidated financial statements of the Group for the year ended 31 December 2021.

PRINCIPAL BUSINESS

The Company and its subsidiaries are principally engaged in property management services and related services.

COMPANY INFORMATION

The Company was established in the PRC on 20 May 1994 and converted into joint stock company with limited liability. The Company's H Shares were listed on the Main Board of the Stock Exchange on 6 July 2020. Details of the Company's information are set out on pages 2 to 3 of this report.

RESULTS AND OVERALL PERFORMANCE

The Group's results for the year ended 31 December 2021 are set out in the Consolidated Statement of Comprehensive Income in this report.

BUSINESS REVIEW

The Group's business review, including the discussion on the major risk exposure and uncertainties facing the Group and the potential business development course of the Group in the future, is set out in the sections headed "Report of Directors" and "Management Discussion and Analysis".

"Management Discussion and Analysis" in this annual report contains part of the analysis on the Group's annual performance using key financial performance indicators. For explanations on the major relations between the Company and its employees, customers and suppliers, please refer to the sections headed "Management Discussion and Analysis – Employees and Benefit Policies" and "Report of Directors – Major Customers and Suppliers" in this report.

These discussions form part of the Report of Directors.

POTENTIAL RISKS AND UNCERTAINTIES FACED BY THE COMPANY

Under the impact of the uncertainties of the COVID-19 situation, we may be exposed to certain risks, such as infection in customer areas or employees being infected, etc.. For this reason, we have made various preparation, including flexible and rapid allocation of our labor and other resources, adjustment and adoption of different property management measures in response to the local government's pandemic prevention measures, etc. We remain vigilant from time to time so that we can minimise risks and continue to provide services to our customers while providing safe working conditions for our employees.

Report of Directors (Continued)

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is committed to the long-term sustainability of the environment and communities in which it operates. The Group operates its business in compliance with applicable environmental protection laws and regulations and has implemented relevant environmental protection measures in compliance with the required standards under applicable PRC laws and regulations. Further details of the Group's environmental policies and performance will be disclosed in the environmental, social and governance report of the Company for the year ended 31 December 2021 to be published in due course in accordance with the Listing Rules.

FINAL DIVIDEND

The Board proposed the distribution of a final dividend of RMB0.222 per Share (before tax) for the year ended 31 December 2021 in cash with a proposed dividend payout ratio of approximately 60.16%. The dividend distribution plan shall be subject to the approval of the Shareholders at the 2021 AGM to be held on Thursday, 9 June 2022 and such dividend is expected to be paid on or before 8 August 2022. The proposed final dividend will be declared in Renminbi and paid in Hong Kong dollars (for H Shares) and Renminbi (for domestic Shares), the exchange rate of which will be calculated based on the average exchange rate of Renminbi against Hong Kong dollars published by the People's Bank of China one calendar week prior to the 2021 AGM.

As at the date of this report, there was no arrangement under which a Shareholder has waived or agreed to waive any dividends.

CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company (the "**Register of Members**") will be closed as appropriate, the details of which are set out below:

For determining the entitlement to attend, speak and vote at the AGM

For the purpose of determining the Shareholders' eligibility to attend and vote at the 2021 AGM (and any adjournment thereof), the register of members of the Company will be closed from Monday, 6 June 2022 to Thursday, 9 June 2022, both days inclusive, during which period no transfer of the Shares will be registered. In order for the H Shareholders to qualify for attending and voting at the 2021 AGM, all duly completed share transfer forms together with the relevant H Share certificates shall be lodged with the Company's H Share Registrar, Computershare Hong Kong Investor Services Limited, at Shops 1712-16, 17/F, Hopewell Centre, 183 Queen's Road East, Hong Kong for registration not later than 4:30 p.m. on Thursday, 2 June 2022.

Report of Directors (Continued)

For determining the entitlement to the 2021 proposed final dividend

For determining the entitlement to the 2021 proposed final dividend (subject to the approval of the Shareholders at the forthcoming annual general meeting), the register of members of the Company will be closed from Wednesday, 15 June 2022 to Monday, 20 June 2022, both days inclusive, during which period no transfer of Shares will be effected. In order to qualify for the 2021 proposed final dividend, the holders of H Shares whose transfer documents have not been registered are required to deposit all duly completed share transfer forms together with the relevant share certificates to the Company's H Share Registrar, Computershare Hong Kong Investor Services Limited, at Shops 1712-16, 17/F, Hopewell Centre, 183 Queen's Road East, Hong Kong for registration not later than 4:30 p.m. on Tuesday, 14 June 2022.

WITHHOLDING AND PAYMENT OF ENTERPRISE INCOME TAX FOR NONRESIDENT ENTERPRISE SHAREHOLDERS

According to the Law on Enterprise Income Tax of the People's Republic of China (《中華人民共和國企業所得稅法》) which came into effect on 1 January 2008 and amended on 24 February 2017 and 29 December 2018, respectively, and its implementing rules, the Notice on the Issues Concerning Withholding and Paying Enterprise Income Tax on the Dividends Paid by PRC Resident Enterprises to H Shareholders which are Overseas Non-resident Enterprises (Guo Shui Han [2008] No. 897) (《關於中國居民企業向境外H股非居民企業股東派發股息代扣代繳企業所得稅有關問題的通知》(國稅函[2008]897號)), which was promulgated by the State Administration of Taxation and came into effect on 6 November 2008, etc., where a PRC domestic enterprise distributes dividends for 2008 and subsequent years for financial periods beginning from 1 January 2008 to non-resident enterprise shareholders, it is required to withhold and pay 10% enterprise income tax for such non-resident enterprise shareholders. Therefore, as a PRC domestic enterprise, the Company will, after withholding 10% of the annual dividend as enterprise income tax, distribute the annual dividend to non-resident enterprise Shareholders whose names appear on the Register of Members of H Shares, i.e. any Shareholders who hold H Shares in the name of non-individual Shareholders, including but not limited to HKSCC Nominees Limited, other nominees, trustees, or holders of H Shares registered in the name of other organisations and groups. After receiving dividends, the non-resident enterprises Shareholders may apply to the competent tax authorities for enjoying treatment of tax treaties (arrangement) in person or by proxy or by the Company, and provide information to prove that it is an actual beneficiary under the requirements of such tax treaties (arrangement). After having verified that there is no error, the competent tax authorities shall refund tax difference between the amount of tax levied and the amount of tax payable calculated at the tax rate under the requirements of the relevant tax treaties (arrangement).

Pursuant to the Notice on the Issues Regarding Levy of Individual Income Tax after the Abolishment of Guo Shui Fa [1993] No. 045 Document (Guo Shui han [2011] No. 348) (《關於國稅發[1993]045號文件廢止後有關個人所得稅徵管問題的通知》(國稅函[2011]348號)), the Company shall withhold and pay individual income tax for individual holders of H Shares. If the individual holders of H Shares are Hong Kong or Macau residents or residents of other countries or regions that have a tax rate of 10% under the tax treaties with the PRC, the Company will withhold and pay individual income tax at the rate of 10% on behalf of such Shareholders.

Report of Directors (Continued)

If the individual holders of H Shares are residents of countries or regions that have a tax rate lower than 10% under the tax treaties with the PRC, the Company will withhold and pay individual income tax at the rate of 10% on behalf of such Shareholders. If such Shareholders wish to claim refund of the amount in excess of the individual income tax payable under the relevant tax treaties, the Company may apply, on behalf of such Shareholders and according to the relevant tax treaties, for the relevant agreed preferential tax treatment, provided that the relevant Shareholders submit the relevant documents and information in a timely manner required by the Administrative Measures on Enjoying Treatment under Tax Treaties by Nonresident Taxpayers (State Administration of Taxation Announcement 2015, No. 60) (《非居民納稅人享受稅收協議待遇管理辦法》(國家稅務總局公告2015年第60號)) and the provisions of the relevant tax treaties. The Company will assist with the tax refund subject to the approval of the competent tax authorities.

If the individual holders of H Shares are residents of countries or regions that have a tax rate higher than 10% but lower than 20% under the tax treaties with the PRC, the Company will withhold and pay individual income tax at the applicable tax rates stated in such tax treaties on behalf of such Shareholders.

If the individual holders of H Shares are residents of countries or regions that have a tax rate of 20% under the tax treaties with the PRC, or that have not entered into any tax treaties with the PRC, or otherwise, the Company will withhold and pay individual income tax at the rate of 20% on behalf of such Shareholders. Shareholders are recommended to consult their tax advisors regarding the ownership and disposal of H Shares in the PRC and in Hong Kong and other tax effects.

BORROWINGS

For the year ended 31 December 2021, the Group had no borrowings.

SHARE CAPITAL

As at 31 December 2021, the total share capital of the Company was 373,500,000 shares, divided into 270,000,000 Shares (domestic Shares) and 103,500,000 shares (H Shares) with a par value of RMB1.00 each. During the year ended 31 December 2021, no new shares have been issued by the Company for cash or otherwise. Details of the movements in the share capital of the Company for the year ended 31 December 2021 are set out in Note 28 to the consolidated financial statements.

RESERVES

Details of the movements in the reserves of the Company for the year ended 31 December 2021 are set out on in Note 35 to the consolidated financial statements. For the purpose of the Company, the reserves available for distribution as at 31 December 2021 amounted to RMB130.19 million.

CHARITABLE DONATIONS

For the year ended 31 December 2021, the Group had no charitable donations.

Report of Directors (Continued)

FINANCIAL STATEMENTS

The results of the Group for the year ended 31 December 2021 and its financial position as at 31 December 2021 are set out in the consolidated financial statements on pages 88 to 209 of this report.

DIRECTORS AND SUPERVISORS

For the year ended 31 December 2021 and up to the date of this report, the Directors and supervisors are as follows:

Name of Supervisor	Position
Mr. Sun Jie (孫杰) (chairman)	Executive Director
Ms. Xue Rui (薛蕊)	Executive Director
Mr. Shen Mingsong (沈明松)	Non-executive Director
Mr. Zhou Peng (周鵬)	Non-executive Director
Mr. Liang Jianping (梁建平)	Non-executive Director
Mr. Jiang Rui (姜銳)	Non-executive Director
Mr. Song Baocheng (宋寶程)	Independent non-executive Director
Ms. Tong Yan (佟岩)	Independent non-executive Director
Ms. Lu Qing (陸晴)	Independent non-executive Director

Name of Supervisor	Position
Mr. Liu Anpeng (劉安鵬)	Chairman of Supervisory Committee, Shareholder representative Supervisor
Ms. Gao Minghui (高明慧)	Shareholder representative Supervisor
Ms. Lyu Min (呂敏)	Employee representative Supervisor

The Company has received an annual confirmation of independence from each of the independent non-executive Directors pursuant to Rule 3.13 of the Listing Rules, and considers all the independent non-executive Directors to be independent as at the date of this report.

DIRECTORS' AND SUPERVISORS' SERVICE CONTRACTS

Each of the Directors and Supervisors has entered into a service contract with the Company and the principal particulars of the service contracts of our Directors and supervisors are: (a) each of the contracts is for a term until 18 September 2022 following their respective appointment dates; and (b) each of the contracts will be terminated upon the expiry of a session term. The term of each session of the Board and Supervisory Committee is three years, and the Directors and Supervisors may be eligible for re-election and re-appointment upon expiry of their term. The service contracts may be renewed in accordance with the Articles of Association and applicable rules.

Report of Directors (Continued)

Save as disclosed above, none of the Directors or the supervisors has a service contract which is not determinable by the Company within one year without payment of compensation (other than statutory compensation).

DIRECTORS' INTERESTS IN COMPETING BUSINESS

For the year ended 31 December 2021, none of the Directors or their respective associates (as defined under the Listing Rules) had any interests in any business which is required to be disclosed under Rule 8.10 of the Listing Rules for competing or being likely to compete with the business of the Group. The independent non-executive Directors were not aware of any violation of such commitment.

SHARE OPTION SCHEME

As at the date of this report, the Company had no share option scheme.

INTERESTS AND SHORT POSITIONS OF THE DIRECTORS, SUPERVISORS AND CHIEF EXECUTIVE IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY

On 31 December 2021, none of the Directors, supervisors and chief executive of the Company had any interests or short positions in the shares, underlying shares and debentures of the Company and its associated corporations (within the meaning of Part XV of the Securities and Future Ordinance (Chapter 571 of the Laws of Hong Kong, "**SFO**") which will be required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO) or which will be required, under section 352 of the SFO, to be entered in the register referred to in that section, or which will be required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

Report of Directors (Continued)

INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS AND OTHER PERSONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

On 31 December 2021, so far as is known to the Directors, the following persons had an interest and/or short position in the Shares and underlying Shares which will be required to be disclosed to the Company pursuant to the provisions of Divisions 2 and 3 of Part XV of the SFO, and as recorded in the register required to be kept pursuant to section 336 of the SFO:

Name of Shareholders	Class of Shares	Capacity	Number of Shares/Underlying Shares Held (share) ^(note 1)	Percentage of Relevant Class of Shares(%) ^(note2)	Percentage of Total Shares (%) ^(note3)
Beijing Huarong Zonghe Investment Co., Ltd. (北京華融綜合投資有限公司)	Domestic Shares	Beneficial owner	128,299,270(L)	47.52	34.35
Beijing Financial Street Investment (Group) Co., Ltd. (北京金融街投資(集團)有限公司) ^(note 4)	Domestic Shares	Interest in a controlled corporation	128,299,270(L)	47.52	34.35
Beijing Financial Street Capital Operation Group Co., Ltd. (北京金融街資本運營集團有限公司) ^(note 4)	Domestic Shares	Interest in a controlled corporation	128,299,270(L)	47.52	34.35
Beijing Tiantai Real Estate Co., Ltd. (北京天泰置業有限公司)	Domestic Shares	Beneficial owner	79,620,438 (L)	29.49	21.32
China Life Real Estate Investment Management Company Limited (國壽不動產投資管理有限公司) ^(note 5)	Domestic Shares	Interest in a controlled corporation	79,620,438 (L)	29.49	21.32
China Life Investment Management Company Limited (國壽投資保險資產管理有限公司) ^(note 5)	Domestic Shares	Interest in a controlled corporation	79,620,438 (L)	29.49	21.32
China Life Insurance (Group) Company (中國人壽保險(集團)公司) ^(note 5)	Domestic Shares	Interest in a controlled corporation	79,620,438 (L)	29.49	21.32
Beijing Rongxin Hetai Enterprise Management Co., Ltd. (北京融信合泰企業管理股份有限公司)	Domestic Shares	Beneficial owner	62,080,292 (L)	22.99	16.62
Find Jade Limited(得翠有限公司)	H Shares	Beneficial owner	5,243,000(L)	5.07	1.40

Report of Directors (Continued)

Name of Shareholders	Class of Shares	Capacity	Number of Shares/Underlying Shares Held (share) ^(note 1)	Percentage of Relevant Class of Shares(%) ^(note 2)	Percentage of Total Shares (%) ^(note 3)
Kowloon Development Company Limited (九龍建業有限公司) ^(note 6)	H Shares	Interest in a controlled corporation	5,243,000(L)	5.07	1.40
Intellinsight Holdings Limited ^(note 6)	H Shares	Interest in a controlled corporation	5,243,000(L)	5.07	1.40
New Explorer Developments Limited ^(note 6)	H Shares	Interest in a controlled corporation	5,243,000(L)	5.07	1.40
Mr. Or Wai Sheun(柯為湘) ^(note 6)	H Shares	Interest in a controlled corporation	5,243,000(L)	5.07	1.40
UBS Asset Management (Hong Kong) Ltd ^(note 7)	H Shares	Investment manager	6,292,000(L)	6.08	1.68
UBS Group AG ^(note 8)	H Shares	Interest in a controlled corporation	12,969,000 (L)	12.53	3.47
Barings LLC ^(note 9)	H Shares	Investment manager	6,972,000 (L)	6.74	1.87
Northern Trust Fiduciary Services (Ireland) Limited ^(note 10)	H Shares	Trustee	6,705,000(L)	6.48	1.80
Kaizen Capital Partners Limited ^(note 11)	H Shares	Investment manager	7,301,000(L)	7.05	1.95

Report of Directors (Continued)

Notes:

1. The letter “L” denotes the person’s long position in the Shares, and the letter “S” denotes the person’s short position in the Shares.
2. The calculation is based on 270,000,000 Domestic Shares or 103,500,000 H Shares issued by the Company as of 31 December 2021.
3. The calculation is based on the total number of 373,500,000 Shares issued by the Company as of 31 December 2021.
4. Beijing Huarong Zonghe Investment Co., Ltd. (“**Huarong Zonghe**”) is a direct Shareholder of our Company.
 - (a) 100% of the equity interests in Huarong Zonghe is held by Beijing Financial Street Investment (Group) Co., Ltd. (“**Financial Street Group**”), which is in turn owned as to 37.94% by Xicheng SASAC and 62.06% by Beijing Financial Street Capital Operation Group Co., Ltd. (“**Financial Street Capital**”), which itself is wholly-owned by Xicheng SASAC.
 - (b) By virtue of the SFO, Financial Street Group and Financial Street Capital are each deemed to be interested in the Shares held by Huarong Zonghe.
5. Beijing Tiantai Real Estate Co., Ltd. (“**Tiantai Real Estate**”) is a direct Shareholder of our Company.
 - (a) 100% of the equity interests in Tiantai Real Estate is held by China Life Real Estate Investment Management Company Limited (“**China Life Real Estate**”), which is in turn wholly-owned by China Life Investment Management Company Limited ((國壽投資保險資產管理有限公司), which is wholly-owned by China Life Insurance (Group) Company (中國人壽保險(集團)公司), which is wholly-owned by the Ministry of Finance of the PRC.
 - (b) By virtue of the SFO, China Life Real Estate, China Life Investment Management Company Limited ((國壽投資保險資產管理有限公司) and China Life Insurance (Group) Company (中國人壽保險(集團)公司) are each deemed to be interested in the Shares held by Tiantai Real Estate.
6. Find Jade Limited is wholly-owned by Kowloon Development Company Limited; Intellinsight Holdings Limited holds 70.63% equity of Kowloon Development Company Limited; Intellinsight Holdings Limited is wholly-owned by New Explorer Developments Limited; and New Explorer Developments Limited is wholly-owned by Or Wai Sheun. Therefore, each of Or Wai Sheun, New Explorer Developments Limited, Intellinsight Holdings Limited and Kowloon Development Company Limited is deemed to have an interest in the Shares held by Find Jade Limited pursuant to the SFO.
7. In the capacity of investment adviser of Nineteen77 Global Multi-Strategy Alpha Master Limited and on behalf of Nineteen77 Global Multi-Strategy Alpha Master Limited.

Report of Directors (Continued)

8. According to the Disclosure of Interest Form (the “**DI Form**”) submitted by UBS Group AG on 1 December 2021 (the date of the relevant event set out in the form was 26 November 2021), the Shares were held by: (i) 8,522,000 Shares held through UBS O'Connor LLC ; and (ii) 4,447,000 Shares held through UBS AG. To the best of the knowledge of the Company, UBS O'Connor LLC is owned by UBS Asset Management (Hong Kong) Ltd. Accordingly, UBS Group AG is deemed to be interested in the shares held by UBS Asset Management (Hong Kong) Ltd, UBS AG and UBS O'Connor LLC under the SFO.
9. According to the DI Form submitted by Barings LLC. on 15 September 2021 (the date of the relevant event set out in the form was 13 September 2021), the Shares were held by Baring Asset Management (Asia) Holdings Limited as an investment manager.
10. Northern Trust Fiduciary Services (Ireland) Limited is the trustee of Barings Hong Kong China Fund's trust.
11. According to the DI Form submitted by Kaizen Capital Partners Limited, on 7 May 2021 (the date of the relevant event set out in the form was 30 April 2021), the Shares were held by Kaizen Capital Partners Limited as an investment manager.

Save as disclosed above, the Company is not aware that as at 31 December 2021, any other person had any interests or short positions in the Shares and underlying Shares, which is required to be notified to the Company pursuant to Divisions 2 and 3 of Part XV of the SFO, or which is required to be entered in the register maintained by the Company under section 336 of the SFO.

ARRANGEMENT TO PURCHASE EQUITY OR DEBT SECURITIES

As at 31 December 2021, none of the Company, its holding company, or any of its subsidiaries was a party to any arrangement enabling the Directors to acquire benefits by means of the acquisition of equity or debt securities, including the debentures of the Company or any other body corporate.

DIRECTORS' AND SUPERVISORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

As of any time to 31 December 2021, save as disclosed in this report, there was no transaction, arrangement or contract of significance, to which the Company, its holding company or subsidiary was a party, and in which the Directors and the supervisors or their respective connected entities were materially interested, either directly or indirectly.

SIGNIFICANT CONTRACTS

As at 31 December 2021, save as disclosed in the section headed “Related Party Transactions” below, there was no significant contract relating to the business of the Group between the Company (or any of its subsidiaries) and the Controlling Shareholder(s) (or any of its/their subsidiaries), nor was there any significant contract for the provision of services by the controlling Shareholder(s) (or any of its/their subsidiaries) to the Company (or any of its subsidiaries).

Report of Directors (Continued)

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2021, the revenue attributable to the Group's largest customer, and five largest customers in aggregate, represented approximately 15.45% and 21.79% of the Group's total annual revenue, respectively.

For the year ended 31 December 2021, purchases attributable to the Group's largest supplier and the five largest suppliers in aggregate, represented approximately 2.29% and 8.91% of the Group's total annual purchases, respectively.

Except for the Controlling Shareholders' interests in Financial Street Affiliates Group, one of the five largest customers of the Group, for the year ended 31 December 2021, none of the other Directors, supervisors, their respective associates or other Shareholders (to the knowledge of the Directors, who are interested in more than 5% of the issued shares of the Company) had any interests in the five largest suppliers or customers of the Group.

SIGNIFICANT RELATIONSHIPS WITH STAKEHOLDERS

The Group values its employees and is committed to providing them with good working environment. The Group is able to maintain staff stability through the implementation of a number of policies relating to labour management. For details, please refer to the "Management Discussion and Analysis – Employees and Benefits Policies" section of this report.

The Group recognizes the importance of maintaining a good relationship with its customers and providing property information in response to their needs and requests. The Group fosters interactive relationships with its customers to gain insight into the changing needs of the property market and to respond quickly.

The Group is also committed to establishing good relationships with developers and shareholders of joint ventures to ensure the stability of the Group's business through long-term business partnerships.

CONNECTED TRANSACTION

Acquisition of 100% equity interests in Beijing Yongtaiheng Health Service Co., Ltd. (the "Acquisition")

On 29 November 2021 (after trading hours), the Company and Financial Street Group (the controlling shareholder of the Company) entered into an equity transfer agreement ("**Equity Transfer Agreement**"), pursuant to which, Financial Street Group agreed to sell and the Company agreed to purchase 100% equity interests in Beijing Yongtaiheng Health Service Co., Ltd. (formerly known as Beijing Yongtaiheng Health Service Centre) (the "**Target Company**") at a consideration of RMB3,451,800.

Financial Street Group is a controlling shareholder of the Company and the Target Company is a direct wholly-owned subsidiary of Financial Street Group. Financial Street Group is therefore a connected person of the Company under Chapter 14A of the Listing Rules, and the Acquisition constitutes a connected transaction of the Company under Chapter 14A of the Listing Rules.

Report of Directors (Continued)

As one or more of the applicable percentage ratios (other than the profit ratio) of the Acquisition is higher than 0.1% but less than 5%, the Acquisition shall be subject to the reporting and announcement requirements but exempt from the circular, independent financial advice and independent shareholders' approval requirements.

Save as disclosed above, the Company has not entered into any non-exempt one-off connected transactions for the year ended 31 December 2021.

CONTINUING CONNECTED TRANSACTIONS

According to the disclosure requirements under Chapter 14A of the Listing Rules, the following transactions have been entered into and/or continued between certain connected persons (as defined under the Listing Rules) and the Company with the following relevant disclosures made by the Company in accordance with the Listing Rules:

1. Leasing Framework Agreement

On 10 February 2020, a leasing framework agreement was entered into between the Company and Financial Street Group (the "**Leasing Framework Agreement**") for a term from the Listing to 31 December 2022, pursuant to which we may lease the real property (currently consisting of office properties, retail properties and carparks) held by Financial Street Group, our controlling Shareholder, and its associates. Pursuant to the Leasing Framework Agreement, the related subsidiaries and associates of both parties shall enter into separate leasing agreements, and such agreements shall contain specific terms and conditions. The rent payable by us under the Leasing Framework Agreement will be determined after arm's length negotiation by reference to the prevailing market rentals of properties of similar nature located in similar areas, and shall be not worse than those offered by independent third parties.

The Directors estimate that the Group's annual caps on rent for the year ending 31 December 2022 under the Leasing Framework Agreement will not exceed RMB42,000,000.

As it is expected one or more of the applicable percentage ratios under the Listing Rules in respect of the total annual caps under the Leasing Framework Agreement pursuant to the Listing Rules will be more than 0.1% but will be less than 5%, the leases under the Leasing Framework Agreement shall be exempt from the circular and independent Shareholders' approval requirements pursuant to Rule 14A.76(2)(a) of the Listing Rules, but shall still be subject to the reporting, annual review and announcement requirements under Chapter 14A of the Listing Rules.

For the year ended 31 December 2021, the Group leased properties from the Financial Street Group and its associates under the Leasing Framework Agreement at a rental of approximately RMB11.56 million, which did not exceed the annual cap of RMB35 million for 2021.

Report of Directors (Continued)

2. Property Management Services Framework Agreement

On 10 February 2020, our Company entered into a services framework agreement (as supplemented by the supplemental agreement dated 10 June 2020) (the “**Property Management Services Framework Agreement**”) with Financial Street Group, our controlling Shareholder, with a term from the Listing to 31 December 2022, pursuant to which our Company, either directly, or indirectly through subsidiaries, agreed to provide property management services and related services (“**Property Management Services**”) to Financial Street Group and its associates with respect to the following types of properties:

- (i) properties owned by, or with respect to which Financial Street Group and its associates have the right of use; and
- (ii) properties already developed by Financial Street Group and its associates but unsold, or properties already developed and sold but undelivered by Financial Street Group and its associates.

The property management fees to be charged pursuant to the Property Management Services Framework Agreement shall be determined after arm’s length negotiations taking into account the location of the projects, the expected operational costs (including, amongst others, labour costs, material costs and administrative costs) with reference to the property management fees for similar services and similar types of projects in the market. The property management fees shall be on normal commercial terms, and at prices no more favourable than those provided to our customers who are independent third parties.

Our Directors estimate that the maximum annual fee payable by Financial Street Group and its associates to our Group in relation to Property Management Services to be provided by our Group under the Property Management Services Framework Agreement for the year ending 31 December 2022 will not exceed RMB290,000,000.

The total amount of the fee payable by Financial Street Group and its associates to our Group in relation to the Property Management Services provided by our Group under the Property Management Services Framework Agreement for the year ended 31 December 2021 was approximately RMB203.25 million, which did not exceed the annual cap of RMB247 million for the year of 2021.

3. Deposit Service Framework Agreement

On 26 March 2021, our Company entered into a deposit service framework agreement (“**Deposit Service Framework Agreement**”) with Beijing Financial Street Group Finance Company Limited (北京金融街集團財務有限公司) (“**FS Finance**”), pursuant to which FS Finance will provide deposit services to the Group for a term commencing from the effective date (i.e. 24 June 2021) to 31 December 2023. FS Finance is a wholly-owned subsidiary of Financial Street Group, and is therefore a connected person of the Company.

Report of Directors (Continued)

The maximum daily balance (including accrued interest) of deposits that the Group intends to place with FS Finance for each of the three years ending 31 December 2021, 2022 and 2023 is capped at RMB1,000 million.

The maximum interest income that the Group may receive from FS Finance for each of the three years ending 31 December 2021, 2022 and 2023 is capped at RMB19.35 million.

Established in July 2015 with the approval of China Banking Regulatory Commission Beijing Regulatory Bureau (中國銀行業監督管理委員會北京監管局), FS Finance is a non-bank financial institution (非銀行金融機構) which provides deposit management services to members of Financial Street Affiliates Group. FS Finance is subject to a number of regulatory requirements and guidelines issued by regulatory authorities in the PRC, including but not limited to the People's Bank of China, State Administration of Industry and Commerce of the PRC and the China Banking and Insurance Regulatory Commission.

For the year ended 31 December 2021, the maximum daily deposit balance (including accrued interest) the Company deposited with FS Finance pursuant to the Deposit Service Framework Agreement was approximately RMB413.80 million which did not exceed the cap of RMB1,000 million.

For the year ended 31 December 2021, the maximum interest income received from FS Finance pursuant to the Deposit Service Framework Agreement was approximately RMB5.25 million which did not exceed the cap of RMB19.35 million.

REVIEW AND APPROVAL OF CONTINUING CONNECTED TRANSACTIONS BY INDEPENDENT NON-EXECUTIVE DIRECTORS

Pursuant to Rule 14A.55 of the Listing Rules, all independent non-executive Directors have reviewed the continuing connected transactions and have confirmed that such continuing connected transactions were:

- (1) entered into in the ordinary and usual course of business of the Group;
- (2) conducted on normal commercial terms or better terms; and
- (3) carried out pursuant to the agreements of relevant transactions, the terms of which are fair and reasonable, and in the interests of Shareholders and the Company as a whole.

Report of Directors (Continued)

REVIEW AND APPROVAL OF CONTINUING CONNECTED TRANSACTIONS BY THE AUDITOR

Pursuant to Rule 14A.56 of the Listing Rules, the Company's external auditor, Grant Thornton Hong Kong Limited, was engaged to report on the Group's continuing connected transactions.

Below was set out in the letter from the auditor containing their findings and conclusions of the review in respect of the disclosed continuing connected transactions:

- (1) nothing has come to the auditor's attention that causes the auditor to believe that the disclosed continuing connected transactions have not been approved by the Board;
- (2) as for the transactions that involve the provision of goods or services by the Group, nothing has come to the auditor's attention that causes the auditor to believe that the transactions were not, in all material respects, in accordance with the pricing policies of the Group;
- (3) nothing has come to the auditor's attention that causes the auditor to believe that the transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and
- (4) with respect to the aggregate amount of each of the continuing connected transactions, nothing has come to the auditor's attention that causes the auditor to believe that the disclosed continuing connected transactions have exceeded the annual caps as set by the Company.

Report of Directors (Continued)

RELATED PARTY TRANSACTIONS

Save as disclosed above, none of the related party transactions of our Company constitutes connected transactions or continuing connected transactions as defined under the Listing Rules. Details of significant related party transactions entered into by the Group during the year ended 31 December 2021 are set out in note 37 to the consolidated financial statements.

In relation to the continuing connected transactions mentioned above, the Board confirms that the Company has complied with the disclosure requirements under the Listing Rules.

NON-COMPETITION UNDERTAKING LETTER

Regarding the non-competition undertaking letter (the “**Non-competition Undertaking Letter**”) entered into between the Company and Financial Street Group on 9 June 2020, the Company confirms that:

- (1) the independent non-executive Directors have conducted an annual review on the performance of the Non-competition Undertaking Letter, and have confirmed that the Controlling Shareholders have fully complied with the Non-competition Undertaking Letter, without any breach of the undertakings.
- (2) Financial Street Group has provided the Company with all necessary information for the annual review by independent non-executive Directors on implementation of and compliance with the Noncompetition Undertaking Letter.
- (3) the Company has made reasonable enquiries and Financial Street Group has confirmed in writing that it has complied with the Non-competition Undertaking Letter for the year ended 31 December 2021.

PRE-EMPTIVE RIGHTS AND TAX RELIEF OR EXEMPTION

As at the date of this report, there is no arrangement for pre-emptive rights in accordance with PRC laws and the Articles of Association. The Company is not aware of any tax relief or exemption available to any existing Shareholder by reason of his/her holding of the securities of the Company.

LOAN AGREEMENTS WITH COVENANTS RELATING TO SPECIFIC PERFORMANCE OF THE CONTROLLING SHAREHOLDERS

As at the date of this report, the Company did not enter into any new loan agreement, which contained any covenant relating to specific performance of the controlling shareholders and shall be disclosed as required by Rule 13.18 of the Listing Rules.

Report of Directors (Continued)

SUFFICIENCY OF PUBLIC FLOAT

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

FIVE-YEAR FINANCIAL SUMMARY

Summary of the Group's results and assets and liabilities for the latest four financial years is set out in the section headed "Five-Year Financial Summary" on page 210 of this report.

PRINCIPAL SUBSIDIARIES

Details of the principal subsidiaries of the Company as at 31 December 2021 are set out in note 18 to the consolidated financial statements.

BIOGRAPHICAL DETAILS OF DIRECTORS, SUPERVISORS AND SENIOR MANAGEMENT

The biographical details of the Directors, supervisors and senior management are set out under the section headed "Biographies of Directors, Supervisors and Senior Management" of this report.

PERMITTED INDEMNITY

The Group has purchased and maintained liability insurance for the Directors for the year ended 31 December 2021, which provides appropriate cover for the Directors.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OF THE COMPANY

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities for the year ended 31 December 2021.

MANAGEMENT CONTRACT

No contract concerning management of the whole or substantial part of any business of the Company was entered into during the year ended 31 December 2021, or subsisted at the end of the year ended 31 December 2021.

Report of Directors (Continued)

SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

Save as disclosed elsewhere in this annual report, there were no material events undertaken by the Group subsequent to 31 December 2021 and up to the date of this report.

RETIREMENT BENEFITS PLAN

Details of the retirement benefits plan of the Group for the relevant year are set out in note 32 to the consolidated financial statements.

REMUNERATION OF DIRECTORS, SUPERVISORS AND FIVE HIGHEST PAID INDIVIDUALS

Details of remuneration of Directors, supervisors and five highest paid individuals for the relevant year are set out in note 15 to the consolidated financial statements.

AUDITOR

The consolidated financial statements of the Group for the year ended 31 December 2021 have been audited by Grant Thornton Hong Kong Limited and Grant Thornton (Special General Partnership). They will retire at the 2021 AGM, at which a resolution will be proposed for its re-appointment as the auditors of the Company.

ACCOUNTS REVIEW

The Audit Committee has been established in accordance with Appendix 14 to the Listing Rules, with written terms of reference. The Audit Committee is authorised by the Board to review and supervise the Company's financial reporting, risk management and internal control system, and assist the Board in performing its duties to the Group.

The Audit Committee has reviewed the audited consolidated financial statements of the Group for the year ended 31 December 2021, and discussed the accounting principles and practices adopted by the Group, as well as internal controls, financial reporting and other matters, with the Group's management.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company has adopted the code provisions of the Corporate Governance Code as set out in Appendix 14 to the Listing Rules, which was in force for the year ended 31 December 2021, as its own code of corporate governance. To the best knowledge of the Directors, save as disclosed in the section headed "Corporate Governance Report" in this report, the Company has complied with all applicable code provisions of the Corporate Governance Code for the entire period ended 31 December 2021.

Report of Directors (Continued)

COMPLIANCE WITH THE LAWS AND REGULATIONS

The Group is subject to a number of laws and regulations such as the Company Laws of the People's Republic of China (《中華人民共和國公司法》), the Civil Code of the People's Republic of China (《中華人民共和國民法典》), the Labour Law of the People's Republic of China (《中華人民共和國勞動法》), the Tendering and Bidding Law of the People's Republic of China (《中華人民共和國招標投標法》), the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), the Production Safety Law of the People's Republic of China (《中華人民共和國安全生產法》), the Fire Protection Law of the People's Republic of China (《中華人民共和國消防法》) and the Land Administration Law of the People's Republic of China (《中華人民共和國土地管理法》), as well as the Provisions on Property Management (《物業管理條例》), the Regulations on Administration of Security Services (《保安服務管理條例》) and the Regulations on Safety Supervision of Special Equipment (《特種設備安全監察條例》) issued by the State Council of the People's Republic of China, and other laws and regulations.

As far as the Board and management are aware of, the Group has complied with, in all material respects, the relevant laws and regulations which have a significant impact on the business and operation of the Group. For the year ended 31 December 2021, there was no material breach or non-compliance of the applicable laws and regulations by the Group.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group has been actively advancing sustainable development and environmental protection, and has been positive in promoting and achieving effective utilisation of resources in our business. Laws and regulations in terms of environment and health are strictly complied with. Meanwhile, the Group holds various charity activities for environmental protection in the course of our operation to spread the idea of environmental protection to all sectors of society and create a green and bright future.

Report of Directors (Continued)

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

The Group believes that promoting sustainable development is as important as achieving long-term business growth. It has therefore made continuous efforts to maintain a high degree of sustainable development in its operations. The Group will endeavour to strengthen its management's efforts to promote sustainability through good corporate governance, environmental protection, community investment and workplace practices.

To demonstrate its commitment to transparency and accountability to its stakeholders, the Company will issue an independent environmental, social and governance report in accordance with the Environmental, Social and Governance Reporting Guide under Appendix 27 to the Listing Rules. The report will present its commitment to sustainable development during the year under review, and it will cover the significant economic, environmental and social achievements and impact arising from the activities of the Group and its joint ventures.

By Order of the Board

Sun Jie

Chairman and General Manager

Beijing, the PRC, 24 March 2022



Report of the Supervisory Committee

COMPOSITION OF THE SUPERVISORY COMMITTEE

In accordance with the requirements of the Articles of Association, the Supervisory Committee consists of three members, of which there are two Shareholder representative Supervisors and one employee representative Supervisor. The term of office of Supervisors shall be three years, and is renewable upon re-election after the expiry of their term.

As at the date of this report, the composition of the Supervisory Committee is as follows:

Mr. Liu Anpeng, chairman of the Supervisory Committee and Shareholder representative Supervisor
Ms. Gao Minghui, Shareholder representative Supervisor
Ms. Lyu Min, employee representative Supervisor

CHANGES IN SUPERVISORS

There was no change of Supervisors in the Company in 2021.

MAJOR WORKS PERFORMED BY THE SUPERVISORY COMMITTEE IN 2021

During the reporting period, the Supervisory Committee performed its duties diligently to supervise the operation and management of the Company in a legal, proper and effective manner in accordance with relevant requirements under the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China, the Articles of Association and the Listing Rules of the Stock Exchange, which effectively safeguarded the interests of the Shareholders and the Company.

Report of the Supervisory Committee (Continued)

In 2021, the Supervisory Committee held a total of 2 meetings of the Supervisory Committee, to review 6 resolutions, including the audited consolidated financial statements, annual results announcement and annual report of the Company for the year ended 31 December 2020, the unaudited consolidated financial statements, interim results announcement and interim report of the Company for the six months ended 30 June 2021, and not recommending the payment of the 2021 interim dividend. The Supervisors carefully reviewed the meeting materials and fully studied and discussed the proposals before attending the meetings of the Supervisory Committee to earnestly perform their supervisory duties. The details of Supervisors' attendance at the meetings of the Supervisory Committee held during the 2021 are as follows:

Name of Supervisors	Number of meetings attended in person	Number of meetings attended by proxy	Number of absence	Number of Board meetings or general meetings attended in person
Liu Anpeng	2/2	0	0	3
Gao Minghui	2/2	0	0	3
Lyu Min	2/2	0	0	3

The Supervisory Committee supervised the operating activities of the Company, and supervised the Company in establishing a sound internal control system and a corresponding internal governance structure, and made great efforts to execute and improve the corresponding system and structure. By way of implementation of such system, it managed to avoid effectively various operating risks facing the Company.

The Supervisory Committee also inspected the detailed implementation of the financial management system of the Company and carefully reviewed the financial report of the Company. It considered the financial report of the Company to be true and reliable, and the audit opinions issued by the audit firm appointed by the Company to be objective and impartial.

The Supervisory Committee supervised the performance of duties by the Directors and senior management of the Company, and took the view that the Directors and senior management of the Company were able to diligently exercise various powers as delegated by the Shareholders and Board and carefully discharged their duties under the principles of diligence and integrity. As at the date of this report, the Directors and senior management conducted their work in strict accordance with laws and regulations, the Articles of Association and various other provisions to ensure the regulated operation of the Company, and they were not aware of any power abuse or any actions which might be detrimental to the interests of the Shareholders and the legitimate rights of employees.

The Supervisory Committee is satisfied with the operation and management work conducted and the economic benefits achieved by the Board and the management of the Company in 2021, and is fully confident in the development prospect of the Company in the future.

By Order of the Supervisory Committee

Mr. Liu Anpeng

Chairman of the Supervisory Committee

Beijing, the PRC, 24 March 2022

Independent Auditor's Report



To the members of Financial Street Property Co., Limited
(incorporated in the People's Republic of China with limited liability)

OPINION

We have audited the consolidated financial statements of Financial Street Property Co., Limited (the "Company") and its subsidiaries (together, the "Group") set out on pages 94 to 209, which comprise the consolidated statement of financial position as at 31 December 2021, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

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

BASIS FOR OPINION

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

Independent Auditor's Report (Continued)

KEY AUDIT MATTERS

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

Provision for expected credit losses (“ECL”) allowance of trade receivables

Refer to note 4, note 23 and note 41.4 to the consolidated financial statements and the accounting policies note 2.11

The Key audit matter	How our audit addressed the key audit matter
<p>We identified the impairment assessment of trade receivables as a key audit matter due to the significance of the balance to the consolidated financial statements, combined with the significant degree of estimations by the management of the Group, in evaluating the ECL allowance of trade receivables which may affect the carrying value of the Group's trade receivables at the end of the reporting period.</p> <p>As disclosed in note 4 to the consolidated financial statements, the management calculate the ECL of trade receivables based on internal credit ratings of debtors and their ageing, and taken into consideration the historical recovery rates, probability of default by its customers and the forward-looking information. As disclosed in note 23 to the consolidated financial statements, the carrying amount of trade receivables is approximately RMB196,093,000 as at 31 December 2021, after netting-off the ECL allowance of approximately RMB10,246,000.</p>	<p>We performed the following procedures in relation to ECL of trade receivables:</p> <ul style="list-style-type: none"> understanding and evaluating the management's internal control and assessment process of ECL of trade receivables and assessing the inherent risk of material misstatement by considering the degree of estimation uncertainty and level of other inherent risk factors such as complexity, subjectivity, changes and susceptibility to management bias or fraud; understanding and assessing management's rationale for distinguishing individual impaired and collectively impaired trade receivables;

Independent Auditor's Report (Continued)

KEY AUDIT MATTERS (CONTINUED)

The Key audit matter	How our audit addressed the key audit matter
	<ul style="list-style-type: none"> • checking the mathematical accuracy of the calculation of the ECL; • testing, on a sample basis, the accuracy of ageing analysis of trade receivables prepared by the management; • performing analytical review procedures by analysing the fluctuations of major customers' outstanding balances and trade receivable turnover days; and • evaluating the appropriateness of the expected average loss rates applied by reference to the historical recovery rates, probability of default by its customers and forward-looking information, with the assistance of our internal specialists.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises all the information in the 2021 annual report of the Company, but does not include the consolidated financial statements and our auditor's report thereon.

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

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

Independent Auditor's Report (Continued)

RESPONSIBILITIES OF DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRSs issued by the HKICPA and the 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 directors assisted by the Audit Committee are responsible for overseeing the Group's financial reporting process.

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, in accordance with our agreed terms of engagements, 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 HKSAAs 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.

Independent Auditor's Report (Continued)

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

As part of an audit in accordance with HKSAAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and 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.

Independent Auditor's Report (Continued)

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

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

Grant Thornton Hong Kong Limited

Certified Public Accountants

11th Floor, Lee Garden Two

28 Yun Ping Road

Causeway Bay

Hong Kong

24 March 2022

Chiu Wing Ning

Practising Certificate No.: P04920

Consolidated Statement of Profit or Loss and Other Comprehensive Income

for the year ended 31 December 2021

	Notes	2021 RMB'000	2020 RMB'000 (Restated)
Revenue	6	1,320,480	1,180,554
Cost of sales and services		(1,057,745)	(929,763)
Gross profit		262,735	250,791
Other income	7	13,554	13,634
Other gains, net	8	19,148	640
Administrative expenses		(82,226)	(65,968)
(Provision for)/Reversal of expected credit loss ("ECL") allowance of trade and other receivables		(2,916)	900
Operating profit		210,295	199,997
Finance income	9	9,355	8,678
Finance costs	9	(2,358)	(2,133)
Finance costs, net	9	6,997	6,545
Exchange losses, net		(17,940)	(51,477)
Share of profit from interests in associates, net	19	2,539	2,008
Share of profit from interests in joint ventures, net	20	–	–
Profit before income tax	10	201,891	157,073
Income tax expense	11	(51,107)	(40,926)
Profit for the year		150,784	116,147

Consolidated Statement of Profit or Loss and Other Comprehensive Income (Continued)

for the year ended 31 December 2021

	<i>Notes</i>	2021 RMB'000	2020 RMB'000 (Restated)
Profit for the year attributable to:			
Owners of the Company		137,717	104,904
Non-controlling interests ("NCI")		13,067	11,243
		150,784	116,147
Earnings per share, basic and diluted (RMB)			
	13	0.369	0.328
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Remeasurements of retirement benefit obligations		(113)	(459)
		(113)	(459)
Total comprehensive income for the year			
		150,671	115,688
Total comprehensive income attributable to:			
Owners of the Company		137,604	104,445
NCI		13,067	11,243
		150,671	115,688

The notes on pages 102 to 209 are an integral part of these consolidated financial statements.

Consolidated Statement of Financial Position

as at 31 December 2021

	Notes	2021 RMB'000	2020 RMB'000 (Restated)	2019 RMB'000 (Restated)
ASSETS				
Non-current assets				
Investment properties	16	11,798	10,477	13,736
Property, plant and equipment	17	76,840	57,739	54,841
Interests in associates	19	15,273	11,987	21,739
Interests in joint ventures	20	-	-	-
Goodwill	21	325	325	-
Intangible assets	22	8,523	5,607	1,417
Prepayments	24	4,351	1,095	2,654
Other financial assets at amortised cost	25	6,688	6,611	4,912
Deferred tax assets	31	3,171	5,557	12,285
Total non-current assets		126,969	99,398	111,584
Current assets				
Note and trade receivables	23	210,379	149,769	116,944
Prepayments	24	16,572	12,660	11,482
Other financial assets at amortised cost	25	23,913	27,784	28,132
Derivative financial instruments	26	18,274	-	-
Bank deposits with the maturity over three months	27	23,194	25,194	16,191
Restricted bank deposits	27	62,652	33,994	30,721
Cash and cash equivalents	27	1,397,612	1,399,507	685,956
Total current assets		1,752,596	1,648,908	889,426
Total assets		1,879,565	1,748,306	1,001,010

Consolidated Statement of Financial Position (Continued)

as at 31 December 2021

	Notes	2021 RMB'000	2020 RMB'000 (Restated)	2019 RMB'000 (Restated)
EQUITY AND LIABILITIES				
Share capital	28	373,500	373,500	270,000
Reserves	29	583,322	573,641	22,826
Retained earnings		184,908	119,147	103,642
Equity attributable to owners of the Company		1,141,730	1,066,288	396,468
NCI		22,470	20,271	7,244
Total equity		1,164,200	1,086,559	403,712
Non-current liabilities				
Lease liabilities	30	35,758	28,899	36,208
Deferred tax liabilities	31	451	538	-
Retirement benefit obligations	32	5,264	5,289	7,204
Total non-current liabilities		41,473	34,726	43,412

Consolidated Statement of Financial Position (Continued)

as at 31 December 2021

	<i>Notes</i>	2021 <i>RMB'000</i>	2020 <i>RMB'000</i> (Restated)	2019 <i>RMB'000</i> (Restated)
Current liabilities				
Trade and other payables	33	508,405	490,876	438,569
Contract liabilities	34	131,938	117,567	79,381
Current tax liabilities		11,436	5,168	23,655
Current portion of lease liabilities	30	21,768	13,067	11,946
Current portion of retirement benefit obligations	32	345	343	335
Total current liabilities		673,892	627,021	553,886
Total liabilities		715,365	661,747	597,298
Total equity and liabilities		1,879,565	1,748,306	1,001,010

Approved and authorised for issue by the Board of Directors on 24 March 2022.

Sun Jie
Director

Xue Rui
Director

The notes on pages 102 to 209 are an integral part of these consolidated financial statements.

Consolidated Statement of Changes in Equity

for the year ended 31 December 2021

	Equity attributable to owners of the Company							Total equity RMB'000
	Share capital RMB'000 (note 28)	Capital reserve RMB'000 (note 29.1)	Statutory reserve RMB'000 (note 29.2)	Other reserve RMB'000 (note 29.3)	Retained earnings RMB'000	Total RMB'000	Non-controlling interests RMB'000	
Balance at 1 January 2020 (as previously reported)	270,000	11,915	10,879	(456)	100,303	392,641	7,244	399,885
Business combination under common control (note 2.1(c))	-	488	-	-	3,339	3,827	-	3,827
Balance at 1 January 2020 (restated)	270,000	12,403	10,879	(456)	103,642	396,468	7,244	403,712
Profit and total comprehensive income for the year	-	-	-	(459)	104,904	104,445	11,243	115,688
Issue of ordinary shares pursuant to initial public offering and exercise of overallotment option (note 28)	103,500	544,855	-	-	-	648,355	-	648,355
NCI arising on business combinations	-	-	-	-	-	-	2,581	2,581
Dividend declared (note 12)	-	-	-	-	(82,980)	(82,980)	(797)	(83,777)
Appropriation of statutory reserve	-	-	6,419	-	(6,419)	-	-	-
Balance at 31 December 2020 (restated) and 1 January 2021	373,500	557,258	17,298	(915)	119,147	1,066,288	20,271	1,086,559
Profit and total comprehensive income for the year	-	-	-	(113)	137,717	137,604	13,067	150,671
Capital contribution from NCI	-	-	-	-	-	-	980	980
Dividend declared (note 12)	-	-	-	-	(57,519)	(57,519)	(11,848)	(69,367)
Business combination under common control (note 2.1)	-	(4,643)	-	-	-	(4,643)	-	(4,643)
Appropriation of statutory reserve	-	-	14,437	-	(14,437)	-	-	-
Balance at 31 December 2021	373,500	552,615	31,735	(1,028)	184,908	1,141,730	22,470	1,164,200

The notes on pages 102 to 209 are an integral part of these consolidated financial statements.

Consolidated Statement of Cash Flows

for the year ended 31 December 2021

	2021 RMB'000	2020 RMB'000 (Restated)
Profit before income tax	201,891	157,073
Adjustments for:		
Depreciation of property, plant and equipment	22,867	15,580
Amortisation of investment properties	4,254	3,259
Amortisation of intangible assets	1,033	399
Write off of intangible assets	858	-
Provision for/(Reversal of) ECL allowance of trade and other receivables	2,916	(900)
Losses on disposal of property, plant and equipment	56	111
Interest expense	2,358	2,133
Interest income	(9,355)	(8,678)
Remeasurement gain arising from associate to subsidiary	-	(647)
Exchange losses, net	17,940	51,477
Net gain from derecognition of leases upon early termination	(515)	-
Gain arising on change in fair value of derivative financial instruments	(18,274)	-
Fair value gains on investments in wealth management products	-	(120)
Share of profit from interests in associates, net	(2,539)	(2,118)
Change of retirement benefit obligations	(136)	(2,524)
Listing expenses	-	2,744
Operating cash flows before movements in working capital:	223,354	217,789
Changes in note and trade receivables, prepayments and other financial assets at amortised cost	(66,094)	(35,970)
Changes in trade and other payables and contract liabilities	31,900	58,491
Changes in restricted bank deposits	(28,658)	(3,273)
Cash generated from operations	160,502	237,037
Income tax paid	(42,540)	(54,586)
Net cash generated from operating activities	117,962	182,451

Consolidated Statement of Cash Flows (Continued)

for the year ended 31 December 2021

	Notes	2021 RMB'000	2020 RMB'000 (Restated)
Cash flows from investing activities			
Cash outflow for common control combination	2.1	(4,643)	–
Purchases of property, plant and equipment		(17,987)	(9,611)
Net proceeds from disposal of property, plant and equipment		104	406
Purchase of intangible assets		(4,807)	(2,437)
Change in bank deposits with the maturity over three months		2,000	(9,003)
Investments in associates		(2,850)	–
Loan to an associate		77	(1,176)
Dividends received from associates		2,103	10,672
Loan to a NCI		2,474	–
Acquisition of a subsidiary, net of cash	38.4	–	23,683
Investment in wealth management products		–	(14,310)
Proceeds from redemption of wealth management products		–	18,430
Refund of receivables in relation to investment		–	4,798
Interest received		9,254	8,155
Net cash (used in)/generated from investing activities		(14,275)	29,607
Cash flows from financing activities			
Proceeds from issuance of ordinary shares		–	693,650
Capital contribution from NCI arising on a newly established subsidiary		980	–
Payment of lease liabilities	40	(19,255)	(14,974)
Dividends paid to owners of the Company		(57,519)	(82,980)
Dividends paid to NCI		(11,848)	(797)
Listing expenses paid		–	(41,929)
Net cash (used in)/generated from financing activities		(87,642)	552,970
Net increase in cash and cash equivalents			
Cash and cash equivalents at beginning of the year		1,399,507	685,956
Exchange effect on cash and cash equivalents		(17,940)	(51,477)
Cash and cash equivalents at end of the year	27	1,397,612	1,399,507

The notes on pages 102 to 209 are an integral part of these consolidated financial statement

Notes to the Consolidated Financial Statements

for the year ended 31 December 2021

1. GENERAL INFORMATION

Financial Street Property Co., Limited (the “Company”, formerly known as “Beijing Financial Street Property Management Co., Ltd.”) was incorporated in the People’s Republic of China (the “PRC”) as a limited liability company on 20 May 1994. On 19 September 2019, the Company was converted into a joint stock company with limited liability under the Company Law of the PRC. The address of the Company’s registered office is No. 33, Financial Street, Xicheng District, Beijing, the PRC.

The Company’s H shares were listed on the Main Board of the Stock Exchange of Hong Kong Limited on 6 July 2020.

The Company’s immediate holding company is Beijing Huarong Zonghe Investment Co., Ltd. (the “immediate holding company”), an investment company established in the PRC. The ultimate holding company of the Company is Beijing Financial Street Investment (Group) Co., Ltd. (the “ultimate holding company”), a limited liability company incorporated in the PRC, which is under the control of the State-owned Assets Supervision and Administration Commission of Beijing Xicheng District Municipal Government (“SASAC”).

The Company and its subsidiaries (together, the “Group”) are primarily engaged in the provision of property management and related services in the PRC.

The consolidated financial statements for the year ended 31 December 2021 were approved for issue by the board of directors on 24 March 2022.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

These annual consolidated financial statements have been prepared in accordance with Hong Kong Financial Reporting Standards (“HKFRSs”) which collective term includes all applicable individual HKFRSs, Hong Kong Accounting Standards and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and the accounting principles generally accepted in Hong Kong.

The consolidated financial statements also comply with the applicable disclosures requirements of the Hong Kong Companies Ordinance and include the applicable disclosure requirements of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (“Listing Rules”).

The significant accounting policies that have been used in the preparation of these consolidated financial statements are summarised below. These policies have been consistently applied to all the years presented unless otherwise stated. The adoption of new or amended HKFRSs and the impacts on the Group’s consolidated financial statements, if any, are disclosed in note 3.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

The consolidated financial statements have been prepared on the historical cost basis, except for derivative financial instruments which is stated at fair value. The measurement bases are fully described in the accounting policies below.

It should be noted that accounting estimates and assumptions are used in preparation of the consolidated financial statements. Although these estimates are based on management's best knowledge and judgement of current events and actions, actual results may ultimately differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 4.

Business combination under common control

Beijing Yongtaiheng Health Service Co., Ltd. (“Yongtaiheng”)

Yongtaiheng was an enterprise formerly under the Beijing Xicheng District Health Commission and was subsequently transferred to ultimate holding company and became a wholly-owned subsidiary of ultimate holding company on 11 August 2021 with the approval of the Beijing Xicheng District Government.

On 29 November 2021, the Company and ultimate holding company entered into an equity transfer agreement, pursuant to which, ultimate holding company agreed to sell and the Company agreed to purchase the 100% equity interests in Yongtaiheng at a consideration of RMB3,452,000.

The total amount of such consideration has been settled by the Company in cash on 6 December 2021 and charge to the Group's reserves.

Yongtaiheng is currently engaged in property management and logistic services for health management institutions and medical institutions in Xicheng District, Beijing.

Further details were disclosed in the circular of the Company dated 23 June 2021 and 29 November 2021.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

Business combination under common control (Continued)

Beijing Huarong Property Agency Co., Ltd. (“Huarong Property Agency”)

Before 17 May 2021, Huarong Property Agency was an associate and 30% of equity interests held by the Company.

On 17 May 2021, the Company and immediate holding company entered into an equity transfer agreement, pursuant to which, immediate holding company agreed to sell and the Company agreed to purchase 70% of equity interests Huarong Property Agency at a consideration of RMB1,191,000. After the equity transfer, Huarong Property Agency became a direct wholly-owned subsidiary of the Company. The total amount of such consideration has been settled by the Company in cash on 6 December 2021 and charge to the Group's reserves.

Huarong Property Agency is principally engaged in the provision of property agency services.

As the Company, Yongtaiheng and Huarong Property Agency are under the common control of the SASAC, the equity transfers are business combinations under common control. The equity transfers are accounted for based on the principles of merger accounting in accordance with Accounting Guideline 5 Merger Accounting for Common Control Combinations (“AG 5”) issued by the HKICPA as if the equity transfers had occurred on the date when the combining entities, i.e. the Company, Yongtaiheng and Huarong Property Agency first come under the common control of the SASAC. By applying the merger accounting, the assets and liabilities of the combining entities are combined using their existing book values from the SASAC's perspective.

In applying AG 5 to the equity transfers as described above, the consolidated statements of financial position of the Group as at 1 January 2020 and 31 December 2020 have been restated to include the assets and liabilities of Yongtaiheng and Huarong Property Agency as if they were within the Group on these respective dates. The consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended 31 December 2020 have also been restated to include the financial performance, changes in equity and cash flows of Yongtaiheng and Huarong Property Agency as if they were within the Group since 1 January 2020.

The effects of the application of merger accounting for business combination under common control occurred during the year ended 31 December 2020 on the Group's financial position as at 31 December 2020 and 1 January 2020 and the results for the year ended 31 December 2020 are summarised as follows:

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

Business combination under common control (Continued)

- (a) The effects of consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2020:

	As previously reported <i>RMB'000</i>	Business combination of entities under common control <i>RMB'000</i>	Adjustments (Note) <i>RMB'000</i>	Restated <i>RMB'000</i>
Revenue	1,130,879	49,675		1,180,554
Cost of sales and services	(886,862)	(42,901)		(929,763)
Gross profit	244,017	6,774		250,791
Other income	13,626	8		13,634
Other gains, net	640	–		640
Administrative expenses	(59,714)	(6,254)		(65,968)
Reversal of ECL allowance of trade and other receivables	900	–		900
Operating profit	199,469	528		199,997
Finance income	8,600	78		8,678
Finance costs	(2,133)	–		(2,133)
Finance costs, net	6,467	78		6,545
Exchange losses, net	(51,477)	–		(51,477)
Share of profit/(loss) from interests in associates, net	2,118	–	(110)	2,008
Profit before income tax	156,577	606	(110)	157,073
Income tax expense	(40,896)	(30)		(40,926)
Profit for the year	115,681	576	(110)	116,147
Profit for the year attributable to:				
Owners of the Company	104,438	576	(110)	104,904
NCI	11,243	–		11,243
	115,681	576	(110)	116,147

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

Business combination under common control (Continued)

- (a) The effects of consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2020 (Continued):

	As previously reported <i>RMB'000</i>	Business combination of entities under common control <i>RMB'000</i>	Adjustments (Note) <i>RMB'000</i>	Restated <i>RMB'000</i>
Other comprehensive income				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Remeasurements of retirement benefit obligations	(459)	–		(459)
Other comprehensive loss for the year				
	(459)	–		(459)
Total comprehensive income attributable to:				
Owners of the Company	103,979	576	(110)	104,445
NCI	11,243	–		11,243
	115,222	576	(110)	115,688
Earnings per share, basic and diluted (RMB)				
	0.327			0.328

Note: The adjustments represent the elimination of interest in Huarong Property Agency for business combinations under common control.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

Business combination under common control (Continued)

(b) The effects of consolidated statement of financial position at 31 December 2020:

	As previously reported RMB'000	Business combination of entities under common control RMB'000	Adjustments (Note) RMB'000	Restated RMB'000
ASSETS				
Non-current assets				
Investment properties	10,477	–		10,477
Property, plant and equipment	57,544	195		57,739
Interests in associates	12,842	–	(855)	11,987
Goodwill	325	–		325
Intangible assets	5,607	–		5,607
Prepayments	1,095	–		1,095
Other financial assets at amortised cost	6,611	–		6,611
Deferred tax assets	5,557	–		5,557
Total non-current assets	100,058	195	(855)	99,398
Current assets				
Note and trade receivables	146,905	2,864		149,769
Prepayments	12,658	2		12,660
Other financial assets at amortised cost	27,252	532		27,784
Bank deposits with the maturity over three months	25,194	–		25,194
Restricted bank deposits	33,994	–		33,994
Cash and cash equivalents	1,378,746	20,761		1,399,507
Total current assets	1,624,749	24,159		1,648,908
Total assets	1,724,807	24,354	(855)	1,748,306

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

Business combination under common control (Continued)

- (b) The effects of consolidated statement of financial position at 31 December 2020 (Continued):

	As previously reported RMB'000	Business combination of entities under common control RMB'000	Adjustments (Note) RMB'000	Restated RMB'000
EQUITY AND LIABILITIES				
Share capital	373,500	1,200	(1,200)	373,500
Reserves	573,153	560	(72)	573,641
Retained earnings	115,342	3,388	417	119,147
Equity attributable to owners of the Company	1,061,995	5,148	(855)	1,066,288
NCI	20,271	–		20,271
Total equity	1,082,266	5,148	(855)	1,086,559
Non-current liabilities				
Lease liabilities	28,899	–		28,899
Deferred tax liabilities	538	–		538
Retirement benefit obligations	5,289	–		5,289
Total non-current liabilities	34,726	–		34,726
Current liabilities				
Trade and other payables	486,467	4,409		490,876
Contract liabilities	102,764	14,803		117,567
Current tax liabilities	5,174	(6)		5,168
Current portion of lease liabilities	13,067	–		13,067
Current portion of retirement benefit obligations	343	–		343
Total current liabilities	607,815	19,206		627,021
Total liabilities	642,541	19,206		661,747
Total equity and liabilities	1,724,807	24,354	(855)	1,748,306

Note: The adjustments represent the elimination of interest in Huarong Property Agency for business combinations under common control.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

Business combination under common control (Continued)

(c) The effects of consolidated statement of financial position at 1 January 2020:

	As previously reported RMB'000	Business combination of entities under common control RMB'000	Adjustments (Note) RMB'000	Restated RMB'000
ASSETS				
Non-current assets				
Investment properties	13,736	–		13,736
Property, plant and equipment	54,547	294		54,841
Interests in associates	22,484	–	(745)	21,739
Intangible assets	1,417	–		1,417
Prepayments	2,654	–		2,654
Other financial assets at amortised cost	4,912	–		4,912
Deferred tax assets	12,285	–		12,285
Total non-current assets	112,035	294	(745)	111,584
Current assets				
Note and trade receivables	116,029	915		116,944
Prepayments	11,458	24		11,482
Other financial assets at amortised cost	27,654	478		28,132
Bank deposits with the maturity over three months	16,191	–		16,191
Restricted bank deposits	30,721	–		30,721
Cash and cash equivalents	666,123	19,833		685,956
Total current assets	868,176	21,250		889,426
Total assets	980,211	21,544	(745)	1,001,010

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

Business combination under common control (Continued)

(c) The effects of consolidated statement of financial position at 1 January 2020 (Continued):

	As previously reported RMB'000	Business combination of entities under common control RMB'000	Adjustments (Note) RMB'000	Restated RMB'000
EQUITY AND LIABILITIES				
Share capital	270,000	1,200	(1,200)	270,000
Reserves	22,338	504	(16)	22,826
Retained earnings	100,303	2,868	471	103,642
Equity attributable to owners of the Company	392,641	4,572	(745)	396,468
NCI	7,244	–		7,244
Total equity	399,885	4,572	(745)	403,712
Non-current liabilities				
Lease liabilities	36,208	–		36,208
Retirement benefit obligations	7,204	–		7,204
Total non-current liabilities	43,412	–		43,412
Current liabilities				
Trade and other payables	434,147	4,422		438,569
Contract liabilities	66,892	12,489		79,381
Current tax liabilities	23,594	61		23,655
Current portion of lease liabilities	11,946	–		11,946
Current portion of retirement benefit obligations	335	–		335
Total current liabilities	536,914	16,972		553,886
Total liabilities	580,326	16,972		597,298
Total equity and liabilities	980,211	21,544	(745)	1,001,010

Note: The adjustments represent the elimination of interest in Huarong Property Agency for business combinations under common control.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and its subsidiaries made up to 31 December each year.

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

The Group includes the income and expenses of a subsidiary in the consolidated financial statements from the date it gains control until the date when the Group ceases to control the subsidiary.

Intra-group transactions, balances and unrealised gains and losses on transactions between group companies are eliminated in preparing the consolidated financial statements. Where unrealised losses on intra-group asset sales are reversed on consolidation, the underlying asset is also tested for impairment from the Group's perspective. Amounts reported in the financial statements of subsidiaries have been adjusted where necessary to ensure consistency with the accounting policies adopted by the Group.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Basis of consolidation (Continued)

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

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

When the Group loses control of a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Where certain assets of the subsidiary are measured at revalued amounts or fair values and the related cumulative gain or loss has been recognised in other comprehensive income and accumulated in equity, the amounts previously recognised in other comprehensive income and accumulated in equity are accounted for as if the Company had directly disposed of the related assets (i.e., reclassified to profit or loss or transferred directly to retained earnings). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under HKFRS 9 "Financial Instruments" or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.2 Basis of consolidation (Continued)

In the Company's statement of financial position, subsidiaries are carried at cost less any impairment loss unless the subsidiary is held for sale or included in a disposal group. Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investment.

The results of subsidiaries are accounted for by the Company on the basis of dividends received and receivable at the end of reporting period. All dividends whether received out of the investee's pre or post-acquisition profits are recognised in the Company's profit or loss.

2.3 Business combinations

Merger accounting for common control combinations

The transfer/acquisition of equity interests in subsidiaries which are regarded as common control combinations are accounted for in a manner similar to a uniting of interests. Assets and liabilities are transferred at book value, adjusted only to harmonise accounting policies, and no goodwill arises. Any difference between the consideration given and the aggregate book value of the assets and liabilities acquired (as of the date of the transaction) is included in equity. The financial statements incorporate the acquired entity's results as if both entities (acquirer and acquiree) had always been combined. Consequently, the financial statements reflects both entities' full year's results, even though the business combinations may have occurred part of the way throughout the year. In addition, the corresponding amounts for the previous year also reflect the combined results of both entities, even though the transaction did not occur until the current year.

Acquisition method of accounting for non-common control combinations

Acquisitions of subsidiaries and businesses which are not under common control are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in profit or loss as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed. If, after assessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value on the acquirer's previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as bargain purchase gain.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.3 Business combinations (Continued)

Where the consideration the Group transferred in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and considered as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with the corresponding adjustments being made against goodwill or gain on bargain purchase. Measurement period adjustments are adjustments that arise from additional information obtained during the measurement period about facts and circumstances that existed as of the acquisition date. Measurement period does not exceed one year from the acquisition date. The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounting for within equity. Contingent consideration that is classified as a financial liability is remeasured at subsequent reporting dates at fair value with corresponding gain or loss being recognised in profit or loss.

Changes in the value of the previously held equity interest recognised in other comprehensive income and accumulated in equity before the acquisition date are reclassified to profit or loss when the Group obtains control over the acquiree.

2.4 Associates and joint ventures

An associate is an entity over which the Group has significant influence, which is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions relating about relevant activities require the unanimous consent of the parties sharing control.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Associates and joint ventures (Continued)

In consolidated financial statements, an investment in an associate or a joint venture is initially recognised at cost and subsequently accounted for using the equity method. Any excess of the cost of acquisition over the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities of the associate or joint venture recognised at the date of acquisition is recognised as goodwill. The goodwill is included within the carrying amount of the investment and is assessed for impairment as part of the investment. The cost of acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed and equity instruments issued by the Group, plus any costs directly attributable to the investment. Any excess of the Group's share of the net fair value of the identifiable assets, liabilities and contingent liabilities over the cost of acquisition, after reassessment, is recognised immediately in profit or loss in the determination of the Group's share of the associate or joint venture's profit or loss in the period in which the investment is acquired.

Under the equity method, the Group's interest in the associate or joint venture is carried at cost and adjusted for the post-acquisition changes in the Group's share of the associate or joint venture's net assets less any identified impairment loss, unless it is classified as held for sale (or included in a disposal group that is classified as held for sale). The profit or loss for the year includes the Group's share of the post-acquisition, post-tax results of the associate or joint venture for the year, including any impairment loss on the investment in associate or joint venture recognised for the year. The Group's other comprehensive income for the year includes its share of the associate or joint venture's other comprehensive income for the year.

Unrealised gains on transactions between the Group and its associate and joint venture are eliminated to the extent of the Group's interest in the associates or joint venture. Where unrealised losses on assets sales between the Group and its associate or joint venture are reversed on equity accounting, the underlying asset is also tested for impairment from the Group's perspective. Where the associate or joint venture uses accounting policies other than those of the Group for like transactions and events in similar circumstances, adjustments are made, where necessary, to conform the associate or joint venture's accounting policies to those of the Group when the associate or joint venture's financial statements are used by the Group in applying the equity method.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.4 Associates and joint ventures (Continued)

When the Group's share of losses in an associate or a joint venture equals or exceeds its interest in the associate or joint venture, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture. For this purpose, the Group's interest in the associate or joint venture is the carrying amount of the investment under the equity method together with the Group's long-term interests that in substance form part of the Group's net investment in the associate or joint venture.

After the application of equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in its associate or joint venture. At the end of each reporting period, the Group determines whether there is any objective evidence that the investment in associate or joint venture is impaired. If such indications are identified, the Group calculates the amount of impairment as being the difference between the recoverable amount (i.e. higher of value in use and fair value less costs of disposal) of the associate or joint venture and its carrying amount. In determining the value in use of the investment, the Group estimates its share of the present value of the estimated future cash flows expected to be generated by the associate or joint venture, including cash flows arising from the operations of the associate or joint venture and the proceeds on ultimate disposal of the investment.

2.5 Foreign currency translation

The consolidated financial statements are presented in Renminbi ("RMB"), which is also the functional currency of the Company.

In the individual financial statements of the consolidated entities, foreign currency transactions are translated into the functional currency of the individual entity using the exchange rates prevailing at the dates of the transactions. At the end of reporting period, monetary assets and liabilities denominated in foreign currencies are translated at the foreign exchange rates ruling at that date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the end of reporting period retranslation of monetary assets and liabilities are recognised in profit or loss.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated (i.e. only translated using the exchange rates at the transaction date).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.6 Property, plant and equipment

Property, plant and equipment (other than cost of right-of-use assets as described in note 2.15) are initially recognised at acquisition cost (including any cost directly attributable to bringing the assets to the location and condition necessary for them to be capable of operating in the manner intended by the Group's management). They are subsequently stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is recognised so as to write off the cost less their residual values over their estimated useful lives, using the straight-line method, at the following terms:

Office and operating equipment	2 – 6 years
Vehicles	4 – 10 years
Leasehold improvements	Estimated useful lives or over the lease terms, whichever is shorter

Accounting policy for depreciation of right-of-use assets is set out in note 2.15.

Estimates of residual values, depreciation methods and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gain or loss arising on retirement or disposal is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

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 item 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 costs, such as repairs and maintenance, are charged to profit or loss during the financial period in which they are incurred.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.7 Investment properties

Investment properties are stated at historical cost less depreciation. Investment properties, principally stores, are held for long-term rental yields and are not occupied by the Group.

Investment properties also include right-of-use assets that meet the definition of investment properties. Investment property is initially measured at cost, including related transaction costs and where applicable borrowing costs. Depreciation is recognised so as to write off the cost of investment properties over their estimated useful lives of within 34 years or the leasing period and after taking into account of their estimated residual value, using the straight-line method.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

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 2.20).

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within "other gains, net" in the consolidated statement of profit or loss and other comprehensive income.

2.8 Goodwill

Set out below are the accounting policies on goodwill arising on acquisition of subsidiaries.

Goodwill arising in a business combination is recognised as an asset at the date that control is acquired (the acquisition date). Goodwill is measured as the excess of the aggregate of the fair value of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the Group's interest in the net fair value of the acquiree's identifiable assets and liabilities measured as at the acquisition date.

Goodwill is stated at cost less accumulated impairment losses. Goodwill is allocated to cash-generating units and is tested annually for impairment (see note 2.20).

On subsequent disposal of a subsidiary, the attributable amount of goodwill capitalised is included in the determination of the amount of gain or loss on disposal.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.9 Intangible assets (other than goodwill)

Acquired intangible assets are recognised initially at cost. After initial recognition, intangible assets with finite useful lives are carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation for intangible assets with finite useful lives is provided on straight-line basis over their estimated useful lives. Amortisation commences when the intangible assets are available for use. The following useful lives are applied:

Software use rights and brand royalty	1–10 years
Property management systems	10 years

The assets' amortisation methods and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Intangible assets with finite useful lives are tested for impairments as described below in note 2.20.

2.10 Financial instruments

Recognition and derecognition

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and substantially all of its risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.10 Financial instruments (Continued)

Financial assets

Classification and initial measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with HKFRS 15 “Revenue from Contracts with Customers”, all financial assets are initially measured at fair value, in case of a financial asset not at fair value through profit or loss (“FVTPL”), plus transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in the profit or loss.

Financial assets, other than those designated and effective as hedging instruments, are classified into the following categories:

- amortised cost; or
- FVTPL.

The classification is determined by both:

- the entity’s business model for managing the financial asset; and
- the contractual cash flow characteristics of the financial asset.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance income, finance costs or other gains, net, except for expected credit losses (“ECL”) of financial assets which is presented as a separate item in the consolidated statement of profit or loss and other comprehensive income.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.10 Financial instruments (Continued)

Financial assets (Continued)

Subsequent measurement of financial assets

Debt investments

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- they are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows; and
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortised cost using the effective interest method. Interest income from these financial assets is included in finance income in the consolidated statement of profit or loss and other comprehensive income. Discounting is omitted where the effect of discounting is immaterial. The Group's note and trade receivables, other financial assets at amortised cost, bank deposits with the maturity over three months, restricted bank deposits and cash and cash equivalents fall into this category of financial instruments.

Financial assets at FVTPL

Financial assets that are held within a different business model other than 'hold to collect' or 'hold to collect and sell' are categorised at FVTPL. Further, irrespective of business model, financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVTPL. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge accounting requirements under HKFRS 9 apply.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.10 Financial instruments (Continued)

Financial liabilities

Classification and measurement of financial liabilities

The Group's financial liabilities include trade and other payables and lease liabilities.

Financial liabilities (other than lease liabilities) are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Group designated a financial liability at FVTPL.

Subsequently, financial liabilities (other than lease liabilities) are measured at amortised cost using the effective interest method except for derivatives which are not designated as hedging instruments in hedge relationships and financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss.

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance income and finance costs.

Accounting policies of lease liabilities are set out in note 2.15.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Impairment of financial assets

HKFRS 9's impairment requirements use more forward-looking information to recognise expected credit losses ("ECL") – the "ECL model". Instruments within the scope included loans and other debt-type financial assets measured at amortised cost, note and trade receivables recognised and measured under HKFRS 15.

The Group considers a broader range of information when assessing credit risk and measuring ECL, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ("Stage 1") and
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ("Stage 2").

"Stage 3" would cover financial assets that have objective evidence of impairment at the end of reporting period.

"12-month ECL" are recognised for the Stage 1 category while "lifetime ECL" are recognised for the Stage 2 category.

Measurement of the ECL is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

Trade receivables

For trade receivables, the Group applies a simplified approach in calculating ECL and recognises a loss allowance based on lifetime ECL at the end of each reporting period. These are the expected shortfalls in contractual cash flows, considering the potential for default at any point during the life of the financial assets. In calculating the ECL, the Group has established a provision matrix that is based on its historical credit loss experience and external indicators, adjusted for forward-looking factors specific to the debtors and the economic environment.

To measure the ECL, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Impairment of financial assets (Continued)

Other financial assets measured at amortised cost

The Group measures the loss allowance for other receivables equal to 12-month ECL, unless when there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increase in the likelihood or risk of default occurring since initial recognition.

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial assets at the end of reporting period with the risk of default occurring on the financial assets at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

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

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in regulatory, business, financial, economic conditions, or technological environment that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations; and
- an actual or expected significant deterioration in the operating results of the debtor.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the end of each reporting period. A debt instrument is determined to have low credit risk if it has a low risk of default, the borrower has strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfill its contractual cash flow obligations.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.11 Impairment of financial assets and contract assets (Continued)

Other financial assets measured at amortised cost (Continued)

For internal credit risk management, the Group considers an event of default occurs when (i) information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collateral held by the Group); or (ii) the financial asset is more than three years past due.

Detailed analysis of the ECL assessment of note and trade receivables and other financial assets measured at amortised cost are set out in note 41.4.

2.12 Derivative financial instruments

Derivative financial instruments are recognised at fair value at the end of each reporting period with gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except where the derivatives qualify for hedged accounting under HKFRS 9.

2.13 Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand, demand deposits with banks and short term highly liquid investments with original maturities of three months or less that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value. Bank deposits which are restricted are included in “restricted bank deposits” of the consolidated statements of financial position.

2.14 Contract liabilities

A contract liability is recognised when the customer pays consideration before the Group recognises the related revenue. A contract liability would also be recognised if the Group has an unconditional right to receive consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would also be recognised.

For a single contract with the customer, either a net contract asset or a net contract liability is presented. For multiple contracts, contract assets and contract liabilities of unrelated contracts are not presented on a net basis.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.15 Leases

(a) Definition of a lease and the Group as a lessee

At inception of a contract, the Group considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an identified asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, the Group assesses whether the contract meets three key evaluations which are whether:

- the contracts contain an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Group;
- the Group has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and
- the Group has the right to direct the use of the identified asset throughout the period of use. The Group assess whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

Measurement and recognition of leases as a lessee

At lease commencement date, the Group recognises a right-of-use asset and a lease liability on the consolidated statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the underlying asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any lease incentives received).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.15 Leases (Continued)

(a) Definition of a lease and the Group as a lessee (Continued)

Measurement and recognition of leases as a lessee (Continued)

The Group depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term unless the Group is reasonably certain to obtain ownership at the end of the lease term. The Group also assesses the right-of-use asset for impairment when such indicator exists.

At the commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payment of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate.

Subsequent to initial measurement, the liability will be reduced for lease payments made and increased for interest cost on the lease liability. It is remeasured to reflect any reassessment or lease modification, or if there are changes in in-substance fixed payments. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

The Group remeasures lease liabilities whenever:

- there are changes in lease term or in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments changes due to changes in market rental rates following a market rent review, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.

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

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.15 Leases (Continued)

(a) Definition of a lease and the Group as a lessee (Continued)

Measurement and recognition of leases as a lessee (Continued)

When the lease is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

The Group has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these leases are recognised as an expense in profit or loss on a straight-line basis over the lease term. Short-term leases are leases with a lease term of 12 month or less. Leases of low-value assets comprise printers and other small items of office equipment.

On the consolidated statement of financial position, right-of-use assets have been included in “property, plant and equipment”. Right-of-use assets that meet the definition of investment property are presented within “investment properties”.

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

(b) The Group as a lessor

As a lessor, the Group classifies its leases as either operating or finance leases.

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of the underlying asset, and classified as an operating lease if it does not.

When the Group is an intermediate lessor, it accounts for the head lease and the sub-leases as two separate contracts. The sub-leases are classified as a finance or operating lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If the head lease is a short-term lease to which the Group applies the short-term lease exemption, then the Group classifies the sub-lease as an operating lease.

The Group sub-leases some of its properties and the sub-lease contracts are classified as operating lease.

The Group also earns rental income from operating leases of its investment properties. Rental income is recognised on a straight-line basis over the term of the lease.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.16 Provisions and contingent liabilities

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

All provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate.

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

2.17 Share capital

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

2.18 Revenue recognition

The Group provides property management services and community value-added services. Revenue from providing services is recognised in the accounting period in which the services are rendered.

To determine whether to recognise revenue, the Group follows a 5-step process:

1. Identifying the contract with a customer
2. Identifying the performance obligations
3. Determining the transaction price
4. Allocating the transaction price to the performance obligations; and
5. Recognising revenue when/as performance obligation(s) are satisfied

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.18 Revenue recognition (Continued)

In all cases, the total transaction price for a contract is allocated amongst the various performance obligations based on their relative stand-alone selling prices. The transaction price for a contract excludes any amounts collected on behalf of third parties.

When either party to a contract has performed, the Group presents the contract in the consolidated statement of financial position as a contract asset or a contract liability, depending on the relationship between the Group's performance and the customer's payment.

Revenue is recognised either at a point in time or over time, when (or as) the Group satisfies performance obligations by transferring the promised goods or services to its customers.

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

Property management and related service income

Revenue from property management and related services (both under lump sum basis and commission basis) is recognised in the accounting period in which the services are rendered as the customer simultaneously receives and consumes the benefits provided by the Group's performance when the Group performs.

For property management and related services, the Group bills a fixed amount for each month of service provided and recognises as revenue in the amount to which the Group has a right to invoice and corresponds directly with the value of performance completed.

For property management service income from properties managed under lump sum basis, where the Group acts as a principal and is primary responsible for providing the property management services to the property owners, the Group recognises the fee received or receivable from property owners as its revenue and all related property management costs as its cost of services.

For property management service income from properties managed under commission basis, the Group acts as an agent and is primarily responsible for arranging and monitoring the services as provided by other suppliers to the property owners. The Group recognises the commission, which is calculated by certain fixed amount or percentage of the total property management fees received or receivable from the property units.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.18 Revenue recognition (Continued)

Catering service income

The control of catering services is transferred at a point in time and revenue is recognised when the related services have been rendered to customers.

If a customer pays consideration or the Group has a right to an amount of consideration that is unconditional, before the Group transfers services to the customer, the Group presents the consideration as a contract liability when the payment is received or a receivable is recorded (whichever is earlier). A contract liability is the Group's obligation to transfer services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

Community value-added services

Community value-added services include mainly value-added services relating to services to property owners, which mainly include management services of car parking, residential property brokerage, resident services and other services, is recognised over the time when the services are rendered. Payment of the transaction is due immediately when the community value-added services are rendered to the customer.

Interest income

Interest income is recognised on a time proportion basis using the effective interest method. For financial assets measured at amortised cost that are not credit-impaired, the effective interest rate is applied to the gross carrying amount of the asset.

Rental income

Accounting policies for rental income are set out in note 2.15.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.19 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 profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to income is presented in gross under “other income” in the consolidated statement of profit or loss and other comprehensive income.

2.20 Impairment of non-financial assets (other than contract assets)

The following assets are subject to impairment testing:

- Goodwill arising on acquisition of subsidiaries;
- Other intangible assets;
- Property, plant and equipment (including right-of-use assets); and
- The Company’s interests in subsidiaries, associates and joint ventures

Goodwill and other intangible assets with an indefinite useful life or those not yet available for use are tested for impairment at least annually, irrespective of whether there is any indication that they are impaired. All other assets are tested for impairment whenever there are indications that the asset’s carrying amount may not be recoverable.

An impairment loss is recognised as an expense immediately for the amount by which the asset’s carrying amount exceeds its recoverable amount. Recoverable amount is the higher of fair value, reflecting market conditions less costs of disposal, and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of time value of money and the risk specific to the asset.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.20 Impairment of non-financial assets (other than contract assets) (Continued)

For the purposes of assessing impairment, where an asset does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the smallest group of assets that generate cash inflows independently (i.e. a cash-generating unit). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. Corporate assets are allocated to individual cash-generating units, when a reasonable and consistent basis of allocation can be identified, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified. Goodwill in particular is allocated to those cash-generating units that are expected to benefit from synergies of the related business combination and represent the lowest level within the Group at which the goodwill is monitored for internal management purpose and not be larger than an operating segment.

Impairment losses recognised for cash-generating units, to which goodwill has been allocated, are credited initially to the carrying amount of goodwill. Any remaining impairment loss is charged pro rata to the other assets in the cash generating unit, except that the carrying value of an asset will not be reduced below its individual fair value less cost of disposal, or value in use, if determinable.

An impairment loss on goodwill is not reversed in subsequent periods. In respect of other assets, an impairment loss is reversed if there has been a favourable change in the estimates used to determine the asset's recoverable amount and only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.21 Employee benefits

Short-term obligations

Liabilities for wages and salaries that are expected to be settled wholly within 12 months after the end of the period in which the employees render 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 statement of financial position.

Post-employment obligations

The Group operates various post-employment schemes, including both defined benefit and defined contribution pension plans.

The liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit obligation is calculated annually by an independent actuary, Towers Watson, using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating to the terms of the related obligation. In countries where there is no deep market in such bonds, the market rates on government bonds are used.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.21 Employee benefits (Continued)

Post-employment obligations (Continued)

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation. This cost is included in employee benefit expense in the statement of comprehensive income.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. They are included in other reserve in the statement of changes in equity and in the consolidated statement of financial position.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

For 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.

Housing funds, medical insurances and other social insurances

Employees of the Group in the PRC are entitled to participate in various government-supervised housing funds, medical insurances and other 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 year. Contributions to the housing funds, medical insurances and other social insurances are expensed as incurred.

Bonus plans

The Group recognises a liability and an expense for bonuses, where contractually obliged or where there is a past practice that has created a constructive obligation.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.22 Accounting for income taxes

Income tax comprises current tax and deferred tax.

Current income tax assets and/or liabilities comprise those obligations to, or claims from, fiscal authorities relating to the current or prior reporting period, that are unpaid at the end of reporting period. They are calculated according to the tax rates and tax laws applicable to the fiscal periods to which they relate, based on the taxable profit for the year. All changes to current tax assets or liabilities are recognised as a component of tax expense in profit or loss.

Deferred tax is calculated using the liability method on temporary differences at the end of reporting period between the carrying amounts of assets and liabilities in the financial statements and their respective tax bases. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences, tax losses available to be carried forward as well as other unused tax credits, to the extent that it is probable that taxable profit, including existing taxable temporary differences, will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised.

Deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither taxable nor accounting profit or loss.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries except where the Group is able to control the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax is calculated, without discounting, at tax rates that are expected to apply in the period the liability is settled or the asset realised, provided they are enacted or substantively enacted at the end of reporting period.

Changes in deferred tax assets or liabilities are recognised in profit or loss, or in other comprehensive income or directly in equity if they relate to items that are charged or credited to other comprehensive income or directly in equity.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.22 Accounting for income taxes (Continued)

Current tax assets and current tax liabilities are presented in net if, and only if,

- (a) the Group has the legally enforceable right to set off the recognised amounts; and
- (b) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The Group presents deferred tax assets and deferred tax liabilities in net if, and only if,

- (a) the entity has a legally enforceable right to set off current tax assets against current tax liabilities; and
- (b) the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:
 - (i) the same taxable entity; or
 - (ii) different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

2.23 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker (“**CODM**”). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the board of directors of the Company that makes strategic decisions.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

2.24 Related parties

For the purposes of these consolidated financial statements, a party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or of a parent of the Group.
- (b) the party is an entity and if any of the following conditions applies:
 - (i) the entity and the Group are members of the same group.
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) the entity and the Group are joint ventures of the same third party.
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
 - (vi) the entity is controlled or jointly controlled by a person identified in (a).
 - (vii) a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

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

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

3. ADOPTION OF NEW AND AMENDED HKFRSs

Amended HKFRSs that are effective for annual periods beginning on 1 January 2021

In the current year, the Group has applied for the first time the following amended HKFRSs issued by the HKICPA, which are relevant to the Group's operations and effective for the Group's consolidated financial statements for the annual period beginning on 1 January 2021:

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

The adoption of the amended HKFRSs had no material impact on how the results and financial position for the current and prior years have been prepared and presented.

Issued but not yet effective HKFRSs

At the date of authorisation of these consolidated financial statements, certain new and amended HKFRSs have been published but are not yet effective, and have not been adopted early by the Group.

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

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

3. ADOPTION OF NEW AND AMENDED HKFRSs (CONTINUED)

Issued but not yet effective HKFRSs (Continued)

- ¹ Effective for annual periods beginning on or after 1 January 2022
- ² Effective for annual periods beginning on or after 1 January 2023
- ³ Effective date not yet determined
- ⁴ Effective for business combination/common control combination for which the-acquisition/combination date is on or after the beginning of the first annual period -beginning on or after 1 January 2022
- ⁵ Effective for annual periods beginning on or after 1 April 2021

The directors anticipate that all of the pronouncements will be adopted in the Group's accounting policy for the first period beginning on or after the effective date of the pronouncement. Information on new and amended HKFRSs that are expected to have impact on the Group's accounting policies is provided below. Other new and amended HKFRSs are not expected to have a material impact on the Group's consolidated financial statements.

Amendments to HKAS 12 "Deferred Tax related to Assets and Liabilities arising from a Single Transaction"

The amendments clarify that the initial recognition exemption of deferred tax in HKAS 12 "Income Taxes" does not apply to transactions that give rise to equal taxable and deductible temporary differences, such as lease contracts that give rise to the recognition of a lease liability and the corresponding right-of-use assets and contracts that give rise to the recognition of decommissioning obligations and corresponding amounts recognised as assets. Instead, entities are required to recognise the related deferred tax asset and liability on initial recognition, with the recognition of any deferred tax asset being subject to the recoverability criteria in HKAS 12 "Income Taxes".

The amendments are effective for annual reporting period beginning on or after 1 January 2023. Earlier application is permitted. The directors expect that the amendments have no other material impact on the consolidated financial statements.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Estimation of ECL allowance of trade receivables within the scope of ECL under HKFRS 9

The Group makes allowances on trade receivables subjects to ECL based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period as set out in note 2.11. As at 31 December 2021, the aggregate carrying amounts of trade receivables amounted to RMB196,093,000 (net of ECL allowance of RMB10,246,000) (2020: RMB149,769,000 (net of ECL allowance of RMB7,210,000) (Restated)). Details of the provision for ECL allowance of trade receivables are set out in note 23.

When the actual future cash flows are different from expected, such difference will impact the carrying amount of trade receivables and other items within the scope of ECL under HKFRS 9 and credit losses in the periods in which such estimate has been changed.

Impairment of non-financial assets (other than goodwill)

The Group performs an impairment review as and when there are impairment indicators to ensure that the carrying amount of non-financial assets, including investment properties, property, plant and equipment, investments in associates and intangible assets do not exceed their recoverable amount. The recoverable amount represents the present value of the estimated future cash flows expected to arise from the cash generating units to which the assets belongs. Therefore, in arriving at the recoverable amount, management exercises judgement in estimating the future cash flows, growth rate, product life cycle and discount rate.

As at 31 December 2021, the carrying amounts of the investment properties, property, plant and equipment, investments in associates and intangible assets are RMB11,798,000, RMB76,840,000, RMB15,273,000 and RMB8,523,000 (2020: RMB10,477,000, RMB57,739,000(Restated), RMB11,987,000 (Restated), and RMB5,607,000) respectively.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

5. SEGMENT INFORMATION

The board of directors of the Company is the Group's CODM. The board of directors has determined the operating segments for the purposes of allocating resources and assessing performance.

The Group is principally engaged in the provision of property management and related services in the PRC and resources are allocated based on what is beneficial to the Group in enhancing the value as a whole. The board of directors considers the performance assessment of the Group that should be based on the results of the Group as a whole. Therefore, the board of directors considers there to be only one operating segment under the requirement of HKFRS 8.

6. REVENUE

The Group's principal activities are disclosed in note 1 to the consolidated financial statements.

The Group's revenue recognised during the year is as follows:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i> (Restated)
Revenue from contract with customers		
Property management and related services		
– recognised on a lump sum basis from property management	947,400	849,836
– recognised on a commission basis from property management services	13,349	13,134
– Community value-added services	295,172	278,757
Catering services	55,623	30,859
	1,311,544	1,172,586
Revenue from other sources		
Rental income	8,936	7,968
	1,320,480	1,180,554

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

6. REVENUE (CONTINUED)

For the year ended 31 December 2021, Financial Street Group and its subsidiaries, associates and joint ventures (the “**Financial Street Affiliates Group**”) contributed 15% of the Group’s revenue (2020: 17% (Restated)). Other than the Financial Street Affiliates Group, the Group had a large number of customers, none of whom contribute 10% or more of the Group’s revenue during the years ended 31 December 2021 and 2020.

The Group derives revenue from the transfer of goods and services over time and at a point in time in the following major types of services provided:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i> (Restated)
Segment revenue		
– recognised over time	1,255,921	1,141,727
– recognised at a point in time	55,623	30,859
Rental income	8,936	7,968
	1,320,480	1,180,554

As the Group is domiciled in the PRC where all of its revenues from external customers for the years ended 31 December 2021 and 2020 were derived and in where all of its non-current assets (other than financial instruments and deferred tax assets, post-employment benefit assets) are located, no geographical segment information is shown.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

7. OTHER INCOME

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i> (Restated)
Government grants (note)	5,358	7,182
Recognition of additional deductible input VAT	8,196	6,452
	13,554	13,634

Note:

During the year ended 31 December 2021 and 2020, the Group received government subsidies amounting to RMB3,000,000 and RMB6,000,000 respectively for listing H shares on the Main Board of the Stock Exchange of Hong Kong Limited.

The remaining government grants were received from PRC local government authorities on a discretionary basis for local business development and employment.

There was no unfulfilled conditions and other contingencies attached to the receipt of subsidy.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

8. OTHER GAINS, NET

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i> (Restated)
Remeasurement gain arising from associate to subsidiary	–	757
Fair value gains on investment in wealth management products	110	120
Fair value gain on financial derivatives	18,274	–
Net losses on disposal of property, plant and equipment	(56)	(111)
Net gain from derecognition of leases upon early termination	515	–
Others	305	(126)
	19,148	640

9. FINANCE (COSTS)/INCOME

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i> (Restated)
Finance income		
Interest income on bank deposits	9,254	8,155
Interest income on a loan to an associate (note 25)	77	523
Interest income on a loan to NCI (note 25)	24	–
	9,355	8,678
Finance costs		
Finance charges on lease liabilities	(2,358)	(2,133)
	6,997	6,545

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

10. PROFIT BEFORE INCOME TAX

Profit for the year is arrived at after charging/(crediting):

	2021 RMB'000	2020 RMB'000 (Restated)
Staff costs – including directors' emoluments (<i>note 14</i>)		
– Included in direct operating expenses	430,758	356,419
– Included in administrative expenses	43,188	32,680
Cost of cleaning, security and maintenance services	413,922	385,835
Utilities	74,768	64,776
Raw material and components used in property management and related services	38,987	34,594
Depreciation		
– Property, plant and equipment (<i>note 17</i>)	22,867	15,580
– Investment properties (<i>note 16</i>)	4,254	3,259
Amortisation of intangible assets (<i>note 22</i>)	1,033	399
Provision for/(Reversal of) ECL allowance		
– Trade receivables (<i>note 23</i>)	3,036	(1,240)
– Other receivables (<i>note 25</i>)	(120)	340
Cost of raw material and consumables for catering services	47,255	25,880
Lease charges:		
– Short term leases	10,655	7,163
– Leases of low value items	6,119	7,929
Professional service fee	9,097	7,002
Anti-pandemic expenses	1,638	5,469
Taxes and surcharges	5,960	5,706
Auditor's remuneration		
– Audit services	1,824	3,620
– Non-audit services	521	969
Listing expenses	–	2,744
Exchange losses, net	17,940	51,477
Other expenses	27,125	35,707

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

11. INCOME TAX EXPENSES

	2021 RMB'000	2020 RMB'000 (Restated)
Current income tax		
– PRC Corporate Income Tax	48,847	34,029
Deferred tax (<i>note 31</i>)	2,260	6,897
Total income tax expense	51,107	40,926

Reconciliation between tax expense and accounting profit at applicable tax rates is as follow:

	2021 RMB'000	2020 RMB'000 (Restated)
Profit before income tax	201,891	157,073
Tax calculated at a tax rate of 25%	50,473	39,268
Expenses not deductible for tax purposes	420	37
Utilisation of tax loss and deductible temporary differences not recognised in previous year	(1,128)	–
Income not chargeable for tax purposes	635	–
Tax losses and deductible temporary differences for which no deferred tax assets were recognised	2,516	493
Reverse of previously recognised deferred tax assets	6	716
Changes in tax rate	414	1,131
Under-provision of previous income tax	31	–
Differences in tax rate	(2,260)	(719)
Income tax expenses	51,107	40,926

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

11. INCOME TAX EXPENSES (CONTINUED)

PRC Corporate Income Tax

Income tax provision of the Group in respect of operations in the PRC has been calculated at the applicable tax rate on the estimated assessable profits for the years, based on the existing legislation, interpretations and practices in respect thereof.

The general Corporate Income Tax rate in the PRC is 25% (2020: 25%). Beijing Financial Street Savills Jingnan Property Management Co., Ltd. was qualified as small and micro businesses and enjoyed a preferential income tax rate of 2.5% as approved by the local tax authority (2020: 10%); Beijing Jintongtai Catering Co., Ltd., was qualified as small and micro businesses and enjoyed a preferential income tax rate of 10% as approved by the local tax authority (2020: 5%); Beijing Jinxi Lilin Health Management Co., Ltd., Beijing Ronglutong Consulting Service Co., Ltd., and Beijing IZEE Mitsuyado Catering Management Co., Ltd. were qualified as small and micro businesses and enjoyed a preferential income tax rate of 2.5% as approved by the local tax authority (2020: 5%); The newly incorporated subsidiaries, namely Beijing Financial Street Worldunion Real Estate Management Co., Ltd., Hubei Financial Street Savills Property Management Co., Ltd., Beijing Financial Street New City Property Management Co., Ltd., and Beijing IZEE Alley Catering Management Co., Ltd. were qualified as small and micro businesses and enjoyed a preferential income tax rate of 2.5% as approved by the local tax authority.

12. DIVIDEND

(a) Dividends attributable to the year:

	2021 RMB'000	2020 RMB'000 (Restated)
Proposed final dividend of RMB0.222 per ordinary share (2020: RMB0.154 per ordinary share)	82,917	57,519

The final dividend proposed after the reporting date is subject to approval of the shareholders at the forthcoming annual general meeting of the Company and has not been recognised as a liability at the reporting date.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

12. DIVIDEND (CONTINUED)

(b) Dividends attributable to the previous financial year, approved and paid during the year:

	2021 RMB'000	2020 RMB'000
Final dividends declared by the Company (note i)	57,519	82,980
Final dividends declared to NCI by subsidiaries (note ii)	11,848	797
	69,367	83,777

Notes:

(i) In the annual general meeting of the Company on 24 June 2021, the Board declared a final dividend in respect of the year ended 31 December 2020 of RMB0.154 per share, totalling approximately RMB57,519,000. The dividend was settled in August 2021.

In the Board meeting of the Company on 22 April 2020, the Board proposed a dividend of RMB82,980,000 which represented the Company's accumulated distributable retained earnings as at 31 December 2019. The proposed dividend was then approved in the shareholders' general meeting on 6 May 2020. The dividend has been paid in full and was reflected as an appropriation of retained earnings for the year ended 31 December 2020.

(ii) These are the dividend declared and paid by Beijing Financial Street Savills Property Management Co., Ltd. and Beijing Financial Street Savills Jingnan Property Management Co., Ltd., subsidiaries, to NCI for the year ended 31 December 2021 and 2020.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

13. EARNINGS PER SHARE

(a) Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to owners of the Company, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the year, adjusted for bonus elements in ordinary shares issued during the year and excluding shares held for employee share scheme.

	2021	2020
Profit attributable to owners of the Company (<i>RMB'000</i>)	137,717	104,904
Weighted average number of ordinary shares in issue (<i>'000</i>)	373,500	319,770
Basic earnings per share (<i>RMB</i>)	0.369	0.328

(b) Diluted earnings per share

Diluted earnings per share is the same as basic earnings per share as the Group had no dilutive potential ordinary shares during the year ended 31 December 2021 and 2020.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

14. EMPLOYEE BENEFIT EXPENSE

	2021 RMB'000	2020 RMB'000 (Restated)
Wages, salaries and bonuses	344,351	322,149
Pension costs – defined contribution plans (note i)	45,014	21,330
Housing funds	22,610	18,860
Other social security costs (note ii)	26,476	19,863
Pension costs – defined benefit plan (note 32)	179	(2,318)
Other employee benefits	35,316	9,215
	473,946	389,099

Notes:

- (i) Employees of the Group's entities are required to participate in a defined contribution plan administrated and operated by the local municipal government. The Group's entities contribute funds which are calculated on certain percentages of the employee salary as agreed by the local municipal government to the plan to fund the retirement benefits of the employees.

At 31 December 2021, there was no forfeited contribution available to reduce the contributions payable in the future years (2020: Nil).

Some of the Group's entities also provide an annuity plan to some senior employees, which is also a defined contribution plan.

The Group has no other material obligation for the payment of retirement benefits associated with these plans beyond the annual contributions described above contribution scheme during the year ended 31 December 2021 (2020: Nil).

- (ii) Due to the impact of COVID-19, a number of policies including the relief of social insurance have been promulgated by the government from February 2020 to December 2020 to expedite resumption of economic activities, which resulted in the relief of certain contributions to defined contribution scheme during the year ended 31 December 2020.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

15. DIRECTORS' EMOLUMENTS AND FIVE HIGHEST PAID INDIVIDUALS

15.1 Directors' emoluments

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

	Year ended 31 December 2021				Total RMB'000
	Fees RMB'000	Salaries and allowance RMB'000	Discretionary bonuses RMB'000	Retirement scheme contributions RMB'000	
Executive directors:					
Sun Jie	-	350	432	177	959
Xue Rui (note ii)	-	324	375	177	876
Non-executive directors:					
Shen Mingsong (note i)	-	-	-	-	-
Zhou Peng (note i)	-	-	-	-	-
Liang Jianping (note i)	-	-	-	-	-
Jiang Rui (note i)	-	-	-	-	-
Independent non-executive directors:					
Song Baocheng (note ii)	150	-	-	-	150
Tong Yan (note ii)	150	-	-	-	150
Lu Qing (note ii)	150	-	-	-	150
Supervisors:					
Lyu Min	-	122	14	47	183
Liu Anpeng (note i)	-	-	-	-	-
Gao Minghui (note iv)	-	163	19	80	262
	450	959	840	481	2,730

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

15. DIRECTORS' EMOLUMENTS AND FIVE HIGHEST PAID INDIVIDUALS (CONTINUED)

15.1 Directors' emoluments (Continued)

	Year ended 31 December 2020				Total RMB'000
	Fees RMB'000	Salaries and allowance RMB'000	Discretionary bonuses RMB'000	Retirement scheme contributions RMB'000	
Executive directors:					
Sun Jie	–	445	432	154	1,031
Xue Rui (note ii)	–	268	219	99	586
Non-executive directors:					
Shen Mingsong (note i)	–	–	–	–	–
Zhou Peng (note i)	–	–	–	–	–
Liang Jianping (note i)	–	–	–	–	–
Jiang Rui (note i)	–	–	–	–	–
Independent non-executive directors:					
Song Baocheng (note ii)	75	–	–	–	75
Tong Yan (note ii)	75	–	–	–	75
Lu Qing (note ii)	75	–	–	–	75
Supervisors:					
Lyu Min	–	103	9	34	146
Liu Hongwu (note iii)	–	224	21	72	317
Liu Anpeng (note i)	–	–	–	–	–
Gao Minghui (note iv)	–	14	1	7	22
	225	1,054	682	366	2,327

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

15. DIRECTORS' EMOLUMENTS AND FIVE HIGHEST PAID INDIVIDUALS (CONTINUED)

15.1 Directors' emoluments (Continued)

Notes:

- (i) The emoluments of these directors and supervisors are paid by Financial Street Group and its subsidiaries.
- (ii) Ms. Xue Rui, Mr. Song Baocheng, Ms. Tong Yan and Ms. Lu Qing were appointed as director with effect from 9 June 2020.
- (iii) Mr. Liu Hongwu was appointed as supervisor with effect from 19 September 2020 and resigned from supervisor with effect from 7 December 2020.
- (iv) Ms. Gao Minghui was appointed as supervisor with effect from 7 December 2020.

The emoluments shown above represents emoluments received from the Group by the director in his capacity as employee of the Group and/or in their capacity as director of the companies comprising the Group for the years ended 31 December 2021 and 2020.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

15. DIRECTORS' EMOLUMENTS AND FIVE HIGHEST PAID INDIVIDUALS (CONTINUED)

15.2 Five highest paid individuals

The five individuals whose emoluments were the highest in the Group for the year included two (2020: two) directors whose emoluments are reflected in the analysis presented above. The aggregate emoluments payable to the remaining three (2020: three) individual(s) during the year are as follows:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Salaries and allowances	1,104	1,572
Discretionary bonuses	698	1,073
Retirement scheme contributions	521	608
	2,323	3,253

The emoluments fell within the following bands:

	Number of individuals	
	2021	2020
Emolument bands (in HK dollar)		
Below HK\$1,000,000	3	3

The discretionary bonus is determined with reference to the duties and responsibilities of the relevant individual within the Group and the Group's performance.

No directors or the five highest paid individuals received any emoluments from the Group as an inducement to join or upon joining the Group or as compensation for loss of office for the years ended 31 December 2021 and 2020. No directors or the five highest paid individuals have waived or agreed to waive any emoluments for the years ended 31 December 2021 and 2020.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

16. INVESTMENT PROPERTIES

	Year ended 31 December 2021		
	Buildings RMB'000	Leased properties RMB'000	Total RMB'000
Cost			
At beginning of year	3,822	18,012	21,834
Modifications	–	5,575	5,575
At end of year	3,822	23,587	27,409
Accumulated depreciation			
At beginning of year	(237)	(11,120)	(11,357)
Depreciation charge for the year	(110)	(4,144)	(4,254)
At end of year	(347)	(15,264)	(15,611)
Net book amount			
At end of year	3,475	8,323	11,798

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

16. INVESTMENT PROPERTIES (CONTINUED)

	Year ended 31 December 2020		
	Buildings RMB'000	Leased properties RMB'000	Total RMB'000
Cost			
At beginning and end of year	3,822	18,012	21,834
Accumulated depreciation			
At beginning of year	(128)	(7,970)	(8,098)
Depreciation charge for the year	(109)	(3,150)	(3,259)
At end of year	(237)	(11,120)	(11,357)
Net book amount			
At end of year	3,585	6,892	10,477

Investment properties mainly consist of leased properties, which represent right-of-use assets that meet the definition of investment properties. They are initially measured based on the initial amount of the relevant lease liability. The lease liability is initially measured at the net present value of lease payments discounted using the implicit interest rate in the lease. The ownership of such leased properties are not transferred to the Group from the lessors. The leased properties are depreciated over the lease term which is shorter than their useful life on a straight-line basis.

As at 31 December 2021, the Group had two lease contracts (2020: two).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

16. INVESTMENT PROPERTIES (CONTINUED)

Fair value measurement

The Group's investment properties were valued at 31 December 2021 by Guozhonglian Asset Valuation and Land and Real Estate Appraisal Co., Ltd., an independent professional qualified valuers, who have the recent experience in the location and category of property being valued.

Details of the Group's investment properties and information about the fair value hierarchy as at 31 December 2021 and 2020 are as follows:

	Fair value hierarchy	Fair value 2021 RMB'000	Fair value 2020 RMB'000
At 31 March 2021			
<i>Fair value on a recurring basis</i>			
– Commercial building located in the PRC	Level 3	3,746	3,585

The fair value was determined based on the market comparable approach that reflects recent transactions prices for similar properties, adjusted for differences in nature, location and conditions of the properties under review. There has no change from the valuation technique used in the prior years.

The fair values of the Group's investment properties at 31 December 2021 and 2020 are grouped into Level 3 of fair value measurement. There were no transfers into or out of Level 3 during both years.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

17. PROPERTY, PLANT AND EQUIPMENT

	Year ended 31 December 2021				Total RMB'000
	Right-of-use assets RMB'000	Office and operating equipment RMB'000	Vehicles RMB'000	Leasehold improvements RMB'000	
Cost					
At beginning of year (Restated)	49,729	26,945	16,685	11,029	104,388
Additions	33,993	6,184	2,620	5,927	48,724
Disposals and other decreases	(10,685)	(757)	(1,391)	–	(12,833)
At end of year	73,037	32,372	17,914	16,956	140,279
Accumulated depreciation					
At beginning of year (Restated)	(16,788)	(14,120)	(10,724)	(5,017)	(46,649)
Depreciation charge for the year	(13,508)	(4,195)	(2,411)	(2,753)	(22,867)
Disposals and other decreases	4,089	730	1,258	–	6,077
At end of year	(26,207)	(17,585)	(11,877)	(7,770)	(63,439)
Net book amount					
At end of year	46,830	14,787	6,037	9,186	76,840

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

17. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Year ended 31 December 2020 (Restated)				
	Right-of-use assets <i>RMB'000</i>	Office and operating equipment <i>RMB'000</i>	Vehicles <i>RMB'000</i>	Leasehold improvements <i>RMB'000</i>	Total <i>RMB'000</i>
Cost					
At beginning of year (Restated)	43,338	23,001	14,499	6,129	86,967
Additions	6,237	4,899	1,371	4,900	17,407
Acquisition of a subsidiary (<i>note 38.2</i>)	416	332	840	–	1,588
Disposals and other decreases	(262)	(1,287)	(25)	–	(1,574)
At end of year (Restated)	49,729	26,945	16,685	11,029	104,388
Accumulated depreciation					
At beginning of year (Restated)	(7,399)	(12,055)	(9,039)	(3,633)	(32,126)
Depreciation charge for the year	(9,651)	(2,840)	(1,705)	(1,384)	(15,580)
Disposals and other decreases	262	775	20	–	1,057
At end of year (Restated)	(16,788)	(14,120)	(10,724)	(5,017)	(46,649)
Net book amount					
At end of year (Restated)	32,941	12,825	5,961	6,012	57,739

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

17. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The right-of-use assets represented leases of office premises, staff quarters and restaurants in the PRC. The leases typically run for an initial period of 2 to 8 (2020: 2 to 8) years.

As at 31 December 2021 and 2020, included in the net carrying amount of property, plant and equipment are right-of-use assets as follows:

	Year ended 31 December 2021		
	Carrying amount		Depreciation
	As at 31 December 2021 RMB'000	As at 1 January 2021 RMB'000 (Restated)	For the year ended 31 December 2021 RMB'000
Staff quarter	19,324	8,646	4,857
Office	17,847	21,029	6,428
Restaurant	9,659	3,266	2,223
Total	46,830	32,941	13,508

	Year ended 31 December 2020		
	Carrying amount		Depreciation
	As at 31 December 2020 RMB'000 (Restated)	As at 1 January 2020 RMB'000 (Restated)	For the year ended 31 December 2020 RMB'000 (Restated)
Staff quarter	8,646	4,696	2,852
Office	21,029	26,968	5,729
Restaurant	3,266	4,275	1,070
Total	32,941	35,939	9,651

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

18. PARTICULAR OF PRINCIPAL SUBSIDIARIES

Particulars of the principal subsidiaries at 31 December 2021 and 2020 are as follows:

Name of company*	Country of registration and business	Type of legal entity	Registered share capital RMB'000	Percentage of ownership interest held by the Company		Principal activities
				2021	2020	
Directly held by the Company						
Beijing Jinxi Litai Hotel Management Co., Ltd	The PRC	Limited liability company	10,000	100%	100%	Hotel and catering management
Beijing Financial Street Residential Property Management Co., Ltd.	The PRC	Limited liability company	6,000	100%	100%	Residential property management
Beijing Jinxi Lilin Health Management Co., Ltd.	The PRC	Limited liability company	2,000	100%	100%	Elderly care services
Beijing Xidan Southeast Plaza Property Management Co., Ltd.	The PRC	Limited liability company	1,010	100%	100%	Property management
Beijing Xima Property Management Co., Ltd.	The PRC	Limited liability company	1,000	100%	100%	Property management
Beijing Jintongtai Catering Co., Ltd.	The PRC	Limited liability company	500	100%	100%	Catering management
Beijing Ronglutong Consulting Service Co., Ltd.	The PRC	Limited liability company	2,000	100%	100%	Parking management and consultancy
Beijing Financial Street Savills Property Management Co., Ltd.	The PRC	Limited liability company	15,000	80%	80%	Property management
Financial Street Hongya Property Services (Chongqing) Co., Ltd.	The PRC	Limited liability company	5,000	51%	51%	Property management
Yongtaiheng (note 2) **	The PRC	Limited liability company	2,963	100%	Nil	Property management and logistic services
Huarong Property Agency (note 2 and note 19)	The PRC	Limited liability company	1,000	100%	30%	Property agency services
Beijing Financial Street New City Property Management Co., Ltd.	The PRC	Limited liability company	1,000	51%	Nil	Property management

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

18. PARTICULAR OF PRINCIPAL SUBSIDIARIES (CONTINUED)

Particulars of the principal subsidiaries at 31 December 2021 and 2020 are as follows: (Continued)

Name of company*	Country of registration and business	Type of legal entity	Registered share capital RMB'000	Percentage of ownership interest held by the Company		Principal activities
				2021	2020	
Indirectly held through Beijing Financial Street Savills Property Management Co., Ltd						
Nanjing Financial Street Savills Property Service Co., Ltd.***	The PRC	Limited liability company	5,612	41%	41%	Property management
Beijing Financial Street Savills Jingnan Property Management Co., Ltd.***	The PRC	Limited liability company	5,000	41%	41%	Property management
Beijing Financial Street Worldunion Real Estate Management Co., Ltd. ***	The PRC	Limited liability company	5,000	41%	41%	Property management
Hubei Financial Street Savills Property Management Co., Ltd. ***	The PRC	Limited liability company	5,000	41%	Nil	Property management
Indirectly held through Beijing Jinxi Litai Hotel Management Co., Ltd.						
Beijing IZEE Mitsuyado Catering Management Co., Ltd.	The PRC	Limited liability company	1,000	60%	60%	Catering management
Beijing IZEE Alley Catering Management Co., Ltd.	The PRC	Limited liability company	500	100%	Nil	Catering management
Beijing Huiqu Conference Center Co., Ltd.	The PRC	Limited liability company	800	100%	100%	Conference centre management

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

18. PARTICULAR OF PRINCIPAL SUBSIDIARIES (CONTINUED)

- * The official name of these company is in Chinese. The English translation of the name of the company established in the PRC is for reference only.
 - ** Companies not audited by Grant Thornton Hong Kong Limited. The financial statements of the subsidiaries not audited by Grant Thornton Hong Kong Limited reflect total net assets and total revenue constituting approximately 1% and 4% respectively of the related consolidated totals.
 - *** Beijing Financial Street Savills Property Management Co., Ltd. holds 51% of the equity interests of the Company.
- Nil Newly incorporated during the year ended 31 December 2021.

The total NCI as 31 December 2021 was RMB22,470,000 (2020: RMB20,271,000).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

18. PARTICULAR OF PRINCIPAL SUBSIDIARIES (CONTINUED)

The following table lists out the information relating to Beijing Financial Street Savills Property Management Co., Ltd., a subsidiary of the Company with material NCI. The details and the summarised financial information, before intragroup eliminations, are as follows:

	Beijing Financial Street Savills Property Management Co., Ltd.	
	2021	2020
	<i>RMB'000</i>	<i>RMB'000</i>
Proportion of ownership interests and voting rights held by the NCI	20%	20%
Current assets	345,452	302,720
Non-current assets	27,193	17,914
Current liabilities	312,714	254,831
Non-current liabilities	3,393	19
Net assets	56,538	65,784
Carrying amount of NCI	11,307	13,157
Revenue	455,338	446,371
Expenses	(407,732)	(399,038)
Profit and total comprehensive income for the year	47,606	47,333
Profit and total comprehensive income attributable to NCI	9,521	9,467
Dividend paid to NCI	11,371	-
Net cash generated from operating activities	23,055	70,567
Net cash (used in)/generated from investing activities	(4,827)	7,939
Net cash used in financing activities	(12,123)	(92)
Net increase in cash and cash equivalents	6,105	78,414

Except for Beijing Financial Street Savills Property Management Co., Ltd., the directors consider that the NCI of other non-wholly owned subsidiaries during the years ended 31 December 2021 and 2020 were insignificant to the Group and thus are not separately presented in these consolidated financial statements.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

19. INTERESTS IN ASSOCIATES

	As at 31 December 2021 RMB'000	2020 RMB'000 (Restated)
Cost of investments in associates (<i>note</i>)	19,800	16,950
Share of post-acquisition profit and other comprehensive income, net of dividends received	(4,527)	(4,963)
	15,273	11,987

Note:

As of 31 December 2021, the Group invested RMB400,000 and RMB2,450,000 for 40% interest in Beijing Wuyi Rongyu Property Service Co., Ltd. and 49% interest in Dongying Financial Street Property Management Co., Ltd. respectively.

The following list contains only the particulars of associates, all of which are unlisted corporate entities whose quoted market prices are not available, which in the opinion of the directors principally affected the results or net assets of the Group as of 31 December 2021 and 2020.

Name of associate *	Country of registration and business	Type of legal entity	Registered share capital RMB'000	Percentage of ownership interest held		Principal activities
				2021	2020	
Directly held by the Company						
Beijing Financial Street Insurance Agency Co., Ltd. ("Financial Street Insurance Agency")	the PRC	Limited liability company	50,000	20%	20%	Insurance agency
Harbin Financial Street Property Management Co., Ltd.	the PRC	Limited liability company	3,000	45%	45%	Property management and related services
Huarong Property Agency (<i>note a, note 2 and note 19</i>)	the PRC	Limited liability company	700	100%	30%	Property agency services
Huai'an Guolian Financial Centre Property Service Co., Ltd. ("Huai'an Guolian") (<i>note b</i>)	the PRC	Limited liability company	3,000	40%	40%	Property management
Financial Street Shengda (Beijing) Technology Co., Ltd. ("Shengda") (<i>note c</i>)	the PRC	Limited liability company	20,000	10%	10%	Operating financial apps
Beijing Wuyi Rongyu Property Service Co., Ltd.	the PRC	Limited liability company	1,000	40%	Nil	Property management
Indirectly held through Beijing Financial Street Savills Property Management Co., Ltd						
Chongqing Jiangbeizui Property Service Co., Ltd. ("Chongqing Jiangbeizui") (<i>note d</i>)	the PRC	Limited liability company	6,000	32%	32%	Property management
Dongying Financial Street Property Management Co., Ltd. (<i>note d</i>)	the PRC	Limited liability company	5,000	39%	Nil	Property management

* The English translation of the name of the company established in the PRC is for reference only. The official name of this company is in Chinese.

Nil Newly incorporated during the year ended 31 December 2021.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

19. INTERESTS IN ASSOCIATES (CONTINUED)

Notes:

- (a) Beijing Financial Street Savills Property Management Co., Ltd. acquired additional 70% equity of Huarong Property Agency in 2021, from which Huarong Property Agency becomes the Group's subsidiary. The acquisition is business combinations under common control and accounted for based on the principles of merger accounting (note 2 and note 19).
- (b) Huai'an Guolian has a negative net asset due to consecutive operating losses. The Group is not obliged to bear any additional losses of Huai'an Guolian. Therefore, the carrying amount of long-term equity investments is reduced down to nil in recognising the Group's share of net losses incurred by Huai'an Guolian. The unrecognised investment gains for the year ended 31 December 2021 amount to RMB31,000 (2020: unrecognised investment losses amount to RMB1,745,000) and as at 31 December 2021, the accumulated unrecognised investment losses are RMB540,000 (2020: RMB571,000).
- (c) Shengda has a negative net asset due to consecutive operating losses. The Group is not obliged to bear any additional losses of Shengda. Therefore, the carrying amount of long-term equity investments is reduced down to nil in recognising the Group's share of net losses incurred by Shengda. The unrecognised investment losses for the year ended 31 December 2021 amount to RMB1,405,000 (2020: RMB1,475,000) and as at 31 December 2021, the accumulated unrecognised investment losses are RMB6,245,000 (2020: RMB4,840,000).

Pursuant to the Articles of Association of Shengda, the Group is eligible to appoint one of the three directors of Shengda. By holding the board seat, the Group is able to exercise significant influence over Shengda. As such, Shengda is classified as an associate of the Group.

- (d) Except that Chongqing Jiangbeizui Property Service Co., Ltd. and Dongying Financial Street Property Management Co., Ltd. are held by Beijing Financial Street Savills Property Management Co., Ltd., all other associates are directly held by the Company.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

19. INTERESTS IN ASSOCIATES (CONTINUED)

Set out below are the summarised financial information of each of the material associate which are accounted for using the equity method:

(i) Chongqing Jiangbeizui

	2021 RMB'000	2020 RMB'000
Current assets	39,046	33,830
Non-current assets	825	961
Current liabilities	23,353	19,961
Net assets	16,518	14,830
Revenue	87,722	77,740
Total expenses	(80,777)	(71,896)
Profit and total comprehensive income for the year	6,945	5,844
Dividends received from Chongqing Jiangbeizui	2,103	2,002

Reconciliation of the above summarised financial information to the carrying amount of the interest in Chongqing Jiangbeizui is set out below:

	2021 RMB'000	2020 RMB'000
Net assets of Chongqing Jiangbeizui	16,518	14,830
Proportion of the Group's ownership interest in Chongqing Jiangbeizui	40%	40%
Carrying amount of the Group's interest in Chongqing Jiangbeizui	6,607	5,932

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

19. INTERESTS IN ASSOCIATES (CONTINUED)

(ii) Financial Street Insurance Agency

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Current assets	55,315	54,165
Non-current assets	59	429
Current liabilities	34,614	31,679
Net assets	20,760	22,915
Revenue (<i>Note</i>)	–	–
Total expenses	(2,155)	(7,301)
Loss and total comprehensive expense for the year	(2,155)	(7,301)

Note: Financial Street Insurance Agency have not commenced operations during the year ended 31 December 2021 and 2020.

Reconciliation of the above summarised financial information to the carrying amount of the interest in Financial Street Insurance Agency is set out below:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Net assets of Financial Street Insurance Agency	20,760	22,915
Proportion of the Group's ownership interest in Financial Street Insurance Agency	20%	20%
Carrying amount of the Group's interest in Financial Street Insurance Agency	4,152	4,583

For the year ended 31 December 2021, Financial Street Insurance Agency did not declare any dividend (2020: Nil).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

19. INTERESTS IN ASSOCIATES (CONTINUED)

Aggregate information of associates that are not individually material:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Aggregate carrying amount of individually immaterial associates in the consolidated financial statements	4,514	1,472
Aggregate amounts of the Group's share of those associates:		
Profit for the year	192	1,130
Other comprehensive income for the year	–	–
Total profit and total comprehensive income for the year	192	1,130

The Group has not incurred any contingent liabilities or other commitments relating to its investments in associates.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

20. INTERESTS IN JOINT VENTURES

	2021 RMB'000	2021 RMB'000
Cost of investments in joint ventures	–	–
Share of post-acquisition profits and other comprehensive income, net of dividends received	–	–
	–	–

As at 31 December 2021 and 2020, details of the Group's interests in joint ventures which are unlisted corporate entities whose quoted market prices are not available, are as follows:

Name of joint venture*	Form of business structure	Country of registration and business	Registered share capital RMB'000	Percentage of interest held	Principal activities
Indirectly held through Beijing Financial Street Savills Property Management Co., Ltd					
Dezhou Financial Street Dibiao Zhidu Property Management Co., Ltd. ("Dezhou Financial Street")	Co-operative joint venture	The PRC	1,000	41% (2020: Nil)	Property management (Note)
Beijing Dingye Financial Street Savills Property Management Co., Ltd. ("Beijing Dingye")	Co-operative joint venture	The PRC	5,000	41% (2020: Nil)	Property management (Note)

* The official name of these company is in Chinese. The English translation of the name of the company established in the PRC is for reference only.

Nil Newly incorporated during the year ended 31 December 2021.

Note:

Dezhou Financial Street and Beijing Dingye were established by Beijing Financial Street Savills Property Management Co., Ltd. and jointly controlled with property management service providers in the PRC. They are strategic partners for the Group's further expansion in the PRC markets.

They have not commenced operations during the year.

The Group has not incurred any contingent liabilities relating to its investments in the joint ventures (2020: Nil).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

21. GOODWILL

	2021 RMB'000	2020 RMB'000
Gross carrying amount and net carrying amount at 1 January	325	–
Acquisition of a subsidiary (note 38)	–	325
Impairment losses	–	–
<hr/>		
Gross carrying amount and net carrying amount at 31 December	325	325

The carrying amount of goodwill, net of any impairment loss, is allocated to the cash generating unit of property management.

22. INTANGIBLE ASSETS

	Year ended 31 December 2021		
	Software use rights and brand royalty RMB'000	Property management systems RMB'000	Total RMB'000
Cost			
At beginning of year	4,911	2,152	7,063
Additions	3,697	1,110	4,807
Written off	(1,246)	–	(1,246)
<hr/>			
At end of year	7,362	3,262	10,624
Accumulated amortisation			
At beginning of year	(1,456)	–	(1,456)
Amortisation charge for the year	(1,033)	–	(1,033)
Written off	388	–	388
<hr/>			
At end of year	(2,101)	–	(2,101)
Net book amount			
At end of year	5,261	3,262	8,523

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

22. INTANGIBLE ASSETS (CONTINUED)

	Year ended 31 December 2020		
	Software use rights and brand royalty <i>RMB'000</i>	Property management systems <i>RMB'000</i>	Total <i>RMB'000</i>
Cost			
At beginning of year	2,474	–	2,474
Additions	2,437	–	2,437
Acquisition of a subsidiary	–	2,152	2,152
At end of year	4,911	2,152	7,063
Accumulated amortisation			
At beginning of year	(1,057)	–	(1,057)
Amortisation charge for the year	(399)	–	(399)
At end of year	(1,456)	–	(1,456)
Net book amount			
At end of year	3,455	2,152	5,607

The amortisation charge for the year is included in “administrative expenses” in the consolidated statement of profit or loss and other comprehensive income.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

23. NOTE AND TRADE RECEIVABLES

	2021 RMB'000	2020 RMB'000 (Restated)
Trade receivables		
– related parties (<i>note 37</i>)	129,514	70,402
– third parties	76,825	86,577
	206,339	156,979
Less: ECL allowance of trade receivables	(10,246)	(7,210)
Trade receivables, net	196,093	149,769
Note receivables	14,286	–
Note and trade receivables, net	210,379	149,769

The directors of the Group consider that the fair values of trade receivables which are expected to be recovered within one year are not materially different from their carrying amounts because these balances have short maturity periods on their inception.

All note receivables of the Group are commercial's acceptance bills and usually collected within six months from the date of issue.

The credit terms given to trade customers are determined on an individual basis with normal credit period ranged from 0 – 365 days (2020: 0 – 365 days).

The ageing analysis of the trade receivables before loss allowances as at 31 December 2021 and 2020 based on the invoice date is as follows:

	As at 31 December	
	2021 RMB'000	2020 RMB'000 (Restated)
Within 1 year	163,140	135,733
1 – 2 years	38,137	18,302
2 – 3 years	3,004	1,608
Over 3 years	2,058	1,336
Total	206,339	156,979

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

23. NOTE AND TRADE RECEIVABLES (CONTINUED)

The movement in the ECL allowance of trade receivables is as follows:

	As at 31 December	
	2021	2020
	RMB'000	RMB'000 (Restated)
Balance at 1 January	7,210	8,419
Acquisition of a subsidiary (<i>note 38</i>)	–	31
ECL allowance recognised during the year	3,036	–
ECL allowance reversed during the year	–	(1,240)
	10,246	7,210

24. PREPAYMENTS

	As at 31 December	
	2021	2020
	RMB'000	RMB'000 (Restated)
Prepaid operating expenses	13,142	8,477
Prepayments for acquisition of long term assets	4,351	1,095
Prepaid income tax	12	2,467
Input VAT to be deducted	3,264	1,185
Others	154	531
	20,923	13,755
Less: non-current portion (<i>note</i>)	(4,351)	(1,095)
	16,572	12,660

Note: This balance represents the prepayments for acquisition of long-term assets.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

25. OTHER FINANCIAL ASSETS AT AMORTISED COST

	2021 RMB'000	2020 RMB'000 (Restated)
Loan and interest receivable from an associate (note 9)	6,688	6,611
Loan and interest receivable from a NCI (note 9)	2,474	–
Payments on behalf of property owners, tenants and property developers	12,620	20,889
Deposits		
– Related parties	2,605	1,975
– Third parties	6,370	3,035
Other	289	2,450
	31,046	34,960
Less: ECL allowance of other receivables	(445)	(565)
	30,601	34,395
Less: non-current portion		
Loan and interest receivable from an associate	(6,688)	(6,611)
	23,913	27,784

The amount due from an associate is unsecured, interest bearing at 4.65% and not repayable within the next 12 months from the reporting date.

The amount due from a NCI is unsecured, interest bearing at 3.85% and repayable within the next 12 months from the reporting date.

Due to the short-term nature of other receivables, their carrying amount is approximate to their fair value.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

25. OTHER FINANCIAL ASSETS AT AMORTISED COST (CONTINUED)

The movement in the ECL allowance of other financial assets at amortised cost are as follows:

	2021 RMB'000	2020 RMB'000 (Restated)
At beginning of year	565	225
ECL allowance recognised during the year	–	340
ECL allowance reversed during the year	(120)	–
At end of year	445	565

26. DERIVATIVE FINANCIAL INSTRUMENTS

As at 31 December 2021, the Group has the following forward foreign exchange contracts in place and their major terms are as follows:

Notional amount	Settlement date	Term	Forward rate
HKD646,900,000	From 3 July 2021 to 2 July 2024	Unlimited settlements	HK\$1/RMB0.8420
HKD100,045,000	From 3 July 2022 2021 to 2 July 2024	Unlimited settlements	HK\$1/RMB0.8416

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair values. The change of fair value is recognised immediately in profit or loss.

Forward foreign exchange contracts entered into by the Group with banks were measured at FVTPL. The fair value of these contracts has been measured as described in note 41.6.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

27. CASH AND CASH EQUIVALENTS AND RESTRICTED BANK DEPOSITS

Cash and cash equivalents include the following components:

	2021 RMB'000	2020 RMB'000 (Restated)
Cash and cash equivalents:		
– Cash at bank and in hand	1,137,289	1,129,747
– Cash deposits in a fellow subsidiary (<i>note 37 and note a</i>)	260,323	269,760
	1,397,612	1,399,507
Time deposits with the maturity over three months:		
– Time deposits in a fellow subsidiary (<i>note 37, note a and note b</i>)	23,000	25,000
– Time deposits in banks (<i>note b</i>)	194	194
	23,194	25,194
Restricted bank deposits (<i>note c</i>)	62,652	33,994
	1,483,458	1,458,695

Notes:

- (a) The fellow subsidiary is Beijing Financial Street Group Finance Company Limited.
- (b) The time deposits in a fellow subsidiary earn 2.25% interest per annum (2020: 2.25%) and have a maturity of one year.
- The time deposits in bank earn 1.75% interest per annum (2020: 1.75%) and have a maturity of one year.
- (c) When the Group is contracted to manage properties under commission basis, the Group essentially acts as an agent of the property owners. Restricted bank deposits represent cash deposited in banks as joint accounts with property owners, including (i) the property management fees the Group collected from the projects under commission basis, and (ii) maintenance services deposits according to the relevant regulations.

As at 31 December 2021 restricted bank deposits mainly represents the cash deposits in banks as performance security for property management services according to the requirements of local government authorities amounting to RMB52,556,000 (2020: RMB24,680,000) and maintenance fund held on behalf of the residents amounting to RMB RMB19,186,000 (2020: RMB9,314,000) respectively.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

27. CASH AND CASH EQUIVALENTS AND RESTRICTED BANK DEPOSITS (CONTINUED)

- (d) Included in cash and balances with banks and a fellow subsidiary of the Group is RMB872,786,000 (2020: RMB831,376,000) of bank balances denominated in RMB placed with banks in the PRC. RMB is not a freely convertible currency. Under the PRC's Foreign Exchange Control Regulations and Administration of Settlement and Sales and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for foreign currencies through banks that are authorised to conduct foreign exchange business.

28. SHARE CAPITAL

	2021		2020	
	Number of shares	RMB'000	Number of shares	RMB'000
Issued and fully paid				
Balance as at 1 January	373,500	373,500	270,000	270,000
Issue of ordinary shares pursuant to initial public offering and exercise of over allotment option <i>(note)</i>	-	-	103,500	103,500
Balance as at 31 December	373,500	373,500	373,500	373,500

Note:

On 6 July 2020 and 29 July 2020, the Group issued H shares of 90,000,000 and 13,500,000 respectively at a nominal value of RMB1.00 per share. All these shares were offered at HK\$7.36 per share and listed on the Main Board of the Stock Exchange. Gross proceeds from the issue amounted to HK\$761,760,000 (equivalent to RMB693,650,000). After deducting the underwriting fees and relevant expenses, net proceeds from the issue amounted to RMB648,355,000, among of which, RMB103,500,000 was recorded as share capital and RMB544,855,000 was recorded as capital reserve.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

29. RESERVES

29.1 Capital reserve

The capital reserve of the Group includes the share premium (See note 28) and the consideration in excess of the paid-in capital upon capital injection on and the difference between the consideration and net asset acquired by the Company for the further acquisition of NCI in subsidiaries.

29.2 Statutory reserve

In accordance with the relevant laws and regulations of the PRC and the Articles of Association of the Company, when distributing the net profit of each year, the Company shall appropriate 10% of its profit after taxation (based on the Company's local statutory financial statements) for the statutory surplus reserve fund (except where the reserve balance has reached 50% of the Company's registered capital).

As at 31 December 2021, the Group's retained earnings included PRC subsidiaries' statutory surplus reserve of RMB31,735,000 (2020: RMB17,298,000) (Restated)).

The statutory surplus reserves can be used to make up for the loss or increase the paid in capital after approval from the shareholders and are not distributable as cash dividends.

29.3 Other reserve

The other reserve represents actuarial gains and losses after tax from experience adjustments and changes in actuarial assumptions for the defined benefit plan.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

30. LEASE LIABILITIES

The following table shows the remaining contractual maturities of the Group's lease liabilities:

	2021 RMB'000	2020 RMB'000
Total minimum lease payments:		
Due within one year	23,976	15,075
Due in the second to fifth years	35,536	28,173
Due after the fifth year	2,305	2,214
	61,817	45,462
Future finance charges on leases liabilities	(4,291)	(3,496)
Present value of leases liabilities	57,526	41,966

	2021 RMB'000	2020 RMB'000
Present value of minimum lease payments:		
Due within one year	21,768	13,067
Due in the second to fifth years	33,558	26,881
Due after the fifth year	2,200	2,018
	57,526	41,966
Less:		
Portion due within one year included under current liabilities	(21,768)	(13,067)
Portion due after one year included under non-current liabilities	35,758	28,899

As at 31 December 2021, lease liabilities amounting to RMB57,526,000 (2020: RMB41,966,000) are effectively secured by the related underlying assets as the rights to the leased asset would be reverted to the lessor in the event of default by repayment by the Group.

During the year ended 31 December 2021, the total cash outflows for the leases are RMB19,255,000 (2020: RMB14,974,000).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

30. LEASE LIABILITIES (CONTINUED)

Details of the lease activities

As at 31 December 2021 and 2020, the Group has entered into leases for office premises, staff quarters and restaurants.

Types of right-of-use assets	Financial statements items of right-of-use assets included in	Number of leases	Range of remaining lease term	Particulars
Staff quarters	Right-of-use assets	42 (2020: 20)	2 to 4 years (2020: 2 to 4 years)	Certain contracts contain an option to renew the lease for additional years after the end of the contract by giving notice to landlord before the end of the contract. Leases subject to monthly/quarterly/biannually/annually rental payment
Office premises	Right-of-use assets	14 (2020: 9)	2 to 8 year (2020: 2 to 8 years)	Certain contracts contain an option to renew the lease for additional years after the end of the contract by giving notice to landlord before the end of the contract. Leases subject to monthly/quarterly/biannually/annually rental payment
Restaurants	Right-of-use assets	8 (2020: 3)	2 to 5 years (2020: 3 years)	Certain contracts contain an option to renew the lease for additional years after the end of the contract by giving notice to landlord before the end of the contract. Leases subject to monthly/quarterly rental payment

The Group considered that no extension option or termination option would be exercised at the lease commencement date.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

31. DEFERRED TAX ASSETS/(LIABILITIES)

The movement during the year in the deferred tax assets/(liabilities) is as follows:

	2021 RMB'000	2020 RMB'000
At beginning of year	5,019	12,285
Charged to income tax expense (note 11)	(2,260)	(6,897)
(Charged)/Credited to other comprehensive income	(39)	160
Acquisition of a subsidiary	–	(529)
At end of year	2,720	5,019

The movement in deferred tax assets and liabilities (prior to offsetting of balances within the same taxation jurisdiction) during the year is as follows:

Deferred tax assets

	Accrued expenses and others RMB'000	Retirement benefit obligations RMB'000	Impairment losses RMB'000	Leases RMB'000	Fair value gain of derivative financial instruments RMB'000	Total RMB'000
As at 1 January 2021	1,830	1,276	1,933	518	–	5,557
Credited/(charged) to income tax expense	1,540	–	659	21	(4,567)	(2,347)
Charged to other comprehensive income	–	(39)	–	–	–	(39)
As at 31 December 2021	3,370	1,237	2,592	539	(4,567)	3,171
As at 1 January 2020	7,882	1,781	2,161	461	–	12,285
(Charged)/credited to income tax expense	(6,052)	(665)	(236)	56	–	(6,897)
Credited to other comprehensive income	–	160	–	–	–	160
Acquisition of a subsidiary	–	–	8	1	–	9
As at 31 December 2020	1,830	1,276	1,933	518	–	5,557

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

31. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

Deferred tax liabilities

	Excess of value of intangible assets identified in business combination RMB'000
As at 1 January 2021	(538)
Credited to income tax expense	87
As at 31 December 2021	(451)
As at 1 January 2020	-
Acquisition of a subsidiary	(538)
As at 31 December 2020	(538)

The amounts recognised in the consolidated statement of financial position are as follows:

	2021 RMB'000	2020 RMB'000
Deferred tax assets	3,171	5,557
Deferred tax liabilities	(451)	(538)
	2,720	5,019

Deferred tax assets are recognised for tax losses and deductible temporary differences carry forward to the extent that realisation of the related tax benefit through the future taxable profits is probable. As at 31 December 2021, the Group had tax losses and deductible temporary differences of RMB11,895,000 (2020: RMB7,199,000) and RMB4,296,000 (2020: RMB 3,439,000) to carry forward respectively, which were not recognised as deferred tax assets as the directors of the Group considered that the utilisation of these tax benefit in the foreseeable future is not probable. The tax losses will expire through year 2024 to 2026 (2020: will expire in year 2024 to 2025).

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

32. RETIREMENT BENEFIT OBLIGATIONS

The retirement benefit obligations recognised in the consolidated statement of financial position are as follows:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Pension subsidies	5,609	5,632
Less: amounts due within one year included in current liabilities	(345)	(343)
	5,264	5,289

The movements in the liability recognised in the consolidated statement of financial position are as follows:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
At beginning of year	5,632	7,539
Change of the retirement benefit plan due to the Guidance*	–	(2,833)
Current service cost	2	266
Interest cost on defined benefit obligations	177	249
Total cost	179	(2,318)
Other comprehensive income – actuarial gain and loss	146	619
Payment made in the year	(348)	(208)
At end of year	5,609	5,632

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

32. RETIREMENT BENEFIT OBLIGATIONS (CONTINUED)

- * In December 2019, the General Office of the State Council issued the Guidance Concerning Socialised Management of Retirees from State-owned Enterprises. According to these Guidance, relevant SOEs should:
- transfer the management of their retirees to subdistricts and communities for socialised management, and accordingly transfer the assets/facilities for servicing the retirees to these subdistricts or communities at nil consideration.
 - For the costs related to the supplement retirement benefit that not covered by the social security, deal with them differently through the category of the retirees according to relevant regulations, that is for those “old” retirees (those already retired before the end of 2020), “intermediate” retirees (those retired during the transition period) and the “new” retirees (those retired after the transition period), use different mechanisms to make the accrual and payment.

Following the instruction of the Guidance and the requirement of the ultimate holding company, for the employees who retire after 1 January 2020, the Group transfers the management to subdistricts and communities, and just afford certain fee for single-child compensation. For the employees who have retired before 1 January 2020, the Group continues to be responsible for their retirement benefit.

The principal actuarial assumptions at the end of each reporting period are as follows:

	2021	2020
Discount rate	3.00%	3.25%
Employee withdrawal rate	17.00%	17.00%
Mortality rate	Note	Note

Note: Mortality rates for male and female are made reference to the China Life Insurance Mortality Table (2010 – 2013) published by the China Insurance Regulatory commission in 2016.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

32. RETIREMENT BENEFIT OBLIGATIONS (CONTINUED)

The sensitivity of the retirement benefit obligations to changes in the weighted principal assumptions are:

	Impact on defined benefit obligation		
	Change in assumption	Impact on change charge in obligation if increase in assumption	Impact on change in obligation if decrease in assumption
31 December 2021			
Discount rate	0.25%	(151)	159
Employee withdrawal rate	1%	(1)	1
31 December 2020			
Discount rate	0.25%	(154)	161
Employee withdrawal rate	1%	(1)	1

The weighted average duration of the retirement benefit obligations is 11 years.

Expected maturity analysis of undiscounted pension subsidies:

	Less than 1 year	Between 1 – 5 years	Over 5 years	Total
At 31 December 2021				
Pension subsidies	345	1,690	6,106	8,141
At 31 December 2020				
Pension subsidies	343	1,698	6,470	8,511

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

33. TRADE AND OTHER PAYABLES

	2021 RMB'000	2020 RMB'000 (Restated)
Trade payables (note a)	120,956	85,596
Other payables		
– Receipts on behalf of property owners, tenants and property developers	202,617	160,001
– Deposits (note b)	101,282	144,197
– Others	2,757	24,088
Payroll and welfare payables	73,707	68,950
Other tax payables	7,086	8,044
Total	508,405	490,876

Notes:

- (a) The Group was granted by its suppliers credit periods ranging from 0 – 180 days (2020: 0 – 180 days). Based on the invoice dates, the ageing analysis of the trade payables (including amounts due to related parties of trading in nature) were as follows:

	2021 RMB'000	2020 RMB'000 (Restated)
Within 1 year	105,749	81,345
1 – 2 years	12,921	2,438
Over 2 years	2,286	1,813
	120,956	85,596

- (b) The balances mainly represent the deposits paid by the property owners, tenants and property developers for property management and refurbishment.

The carrying amounts of trade and other payables are considered to approximate their fair values, due to their short-term nature.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

34. CONTRACT LIABILITIES

The Group has recognised the following revenue-related contract liabilities:

	2021 RMB'000	2020 RMB'000
Contract liabilities arising from property management and related services		
– related parties	5,602	3,634
– third parties	119,925	109,022
	125,527	112,656
Contract liabilities arising from catering services		
– related parties	733	74
– third parties	5,678	4,837
	6,411	4,911
	131,938	117,567

(a) Significant changes in contract liabilities

Contract liabilities of the Group mainly arise from the advance payments made by customers while the underlying services are yet to be provided. The contract liabilities increased mainly due growth in the number of property management projects and restaurants as a result of the Group's business expansion.

(b) Revenue recognised in relation to contract liabilities

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

	2021 RMB'000	2020 RMB'000
Revenue recognised that was included in the balance of contract liabilities at the beginning of the year		
Property management and related services	103,530	62,310
Catering services	2,135	1,728
	105,665	64,038

All contract liabilities are expected to be recovered/settled within one to two years.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

34. CONTRACT LIABILITIES (CONTINUED)

(c) Unsatisfied performance obligations

For property management and related services, the Group recognises revenue in the amount that equals to the right to invoice which corresponds directly with the value to the customer of the Group's performance to date, on a monthly basis. The Group has elected the practical expedient for not to disclose the remaining performance obligations for these types of contracts. For catering services which are rendered in short period of time less than one year, as permitted under HKFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

	2021 RMB'000	2020 RMB'000 (Restated)
ASSETS		
Non-current assets		
Investment properties	4,769	5,360
Property, plant and equipment	25,621	31,500
Interests in subsidiaries	46,684	41,591
Interests in associates	6,215	6,056
Intangible assets	1,632	1,136
Prepayments	729	964
Other financial assets at amortised cost	6,688	6,611
Deferred tax assets	2,477	4,571
Total non-current assets	94,815	97,789
Current assets		
Note and trade receivables	133,708	101,575
Prepayments	8,764	6,801
Other financial assets at amortised cost	14,121	12,629
Dividend receivables from subsidiaries	53,190	4,546
Amounts due from subsidiaries	33,577	15,197
Derivative financial instruments	18,274	–
Bank deposits with the maturity over three months	23,194	25,194
Restricted bank deposits	51,481	33,994
Cash and cash equivalents	968,332	993,807
Total current assets	1,304,641	1,193,743
Total assets	1,399,456	1,291,532

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (CONTINUED)

	<i>Note</i>	2021 <i>RMB'000</i>	2020 <i>RMB'000</i> (Restated)
EQUITY AND LIABILITIES			
Share capital	28	373,500	373,500
Reserves		599,470	585,033
Retained earnings		130,192	57,776
Total equity		1,103,162	1,016,309
Non-current liabilities			
Lease liabilities		9,939	15,221
Retirement benefit obligations		4,302	4,327
Total non-current liabilities		14,241	19,548
Current liabilities			
Trade and other payables		214,025	193,298
Contract liabilities		55,513	54,443
Current tax liabilities		4,499	–
Current portion of lease liabilities		7,736	7,656
Current portion of retirement benefit obligations		280	278
Total current liabilities		282,053	255,675
Total liabilities		296,294	275,223
Total equity and liabilities		1,399,456	1,291,532

Approved and authorised for issue by the Board of Directors on 24 March 2022.

Sun Jie
Director

Xue Rui
Director

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (CONTINUED)

Note:

The movement of the Company's reserves are as follows:

	Share capital	Capital reserve	Statutory reserve	Other reserve	Retained earnings	Total equity
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
	(note 28)	(note 29.1)	(note 29.2)	(note 29.3)		
Balance at 1 January 2020	270,000	23,837	10,879	(493)	82,989	387,212
Profit and total comprehensive income for the year	-	-	-	(464)	64,186	63,722
Issue of ordinary shares pursuant to initial public offering and exercise of overallotment option (note 28)	103,500	544,855	-	-	-	648,355
Dividend declared (note 12)	-	-	-	-	(82,980)	(82,980)
Appropriation of statutory reserve	-	-	6,419	-	(6,419)	-
Balance at 31 December 2020 and 1 January 2021	373,500	568,692	17,298	(957)	57,776	1,016,309
Profit and total comprehensive income for the year	-	-	-	(88)	144,372	144,284
Dividend declared (note 12)	-	-	-	-	(57,519)	(57,519)
Appropriation of statutory reserve	-	88	14,437	-	(14,437)	88
Balance at 31 December 2021	373,500	568,780	31,735	(1,045)	130,192	1,103,162

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

36. COMMITMENTS

(a) Lease commitments

The Group as lessee

At the end of reporting period, the lease commitments for short-term leases and leases of low value items are as follows:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Within one year	382	1,431
In the second to fifth years	70	21
After five years	–	39
	452	1,491

As at 31 December 2021, the Group leases various office premises, staff quarters and restaurants under non-cancellable operating leases expiring within two to eight years (2020: two to eight years). The leases have varying terms and renewal rights. On renewal, the terms of the leases are renegotiated.

The Group has recognised right-of-use assets for these leases, except for short-term leases and leases of low value items, see notes 16 and 17 for further information.

The Group as lessor

At 31 December 2021 and 2020, the Group had future aggregate minimum lease receipts under non-cancellable operating leases in respect of various offices and stores as follows:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Within 1 year	8,034	1,131
After 1 year but within 2 years	178	751
After 2 year but within 3 years	–	177
	8,212	2,059

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

36. COMMITMENTS (CONTINUED)

(a) Lease commitments (Continued)

The Group as lessor (Continued)

The Group leases its investment properties (note 16) under operating lease arrangements which run for an initial period of two to three years (2020: two to three years), with an option to renew the lease terms at the expiry date or at dates as mutually agreed between the Group and the respective tenants. The terms of the leases generally also require the tenants to pay security deposits.

(b) Capital commitments

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Contracted but not provided for		
– Property, plant and equipment	3,322	–
– Intangible assets	889	–
– Investments in joint ventures	3,060	–
	7,271	–

37. RELATED PARTY TRANSACTIONS

Except as disclosed in elsewhere, the Group entered into the following transactions with related parties as follows:

(a) Key management personnel compensation

Key management of the Group are members of the board of directors, as well as members of the “management board” of the parent company. Key management personnel remuneration includes the following expenses:

	2021 <i>RMB'000</i>	2020 <i>RMB'000</i>
Salaries, and allowances	3,103	3,464
Discretionary bonuses	2,611	2,611
Retirement scheme contributions	1,723	1,522
	7,437	7,597

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

37. RELATED PARTY TRANSACTIONS (CONTINUED)

(b) Transactions with related parties

The following transactions are carried out with related parties:

	2021 RMB'000	2020 RMB'000
Provision of services		
Provision of property management and related services to the Financial Street Affiliates Group (i)	203,253	201,769
Provision of property management and related services to associates	3,431	1,614
Provision of property management and related services to the holding company of the Company's Shareholder	545	355
	207,229	203,738
Finance income		
Interest income from a fellow subsidiary (i)	5,245	4,574
Purchase of services and brand license		
Brand licensing from the ultimate holding company	66	50
Purchase of services from an associate	2,086	1,892
	2,152	1,942
Rentals		
Rental expenses to fellow subsidiaries (i)	4,344	8,344
Recognition of right-of-use assets on leased assets from fellow subsidiaries (i)	17,662	3,902
	22,006	12,246
Interest expenses		
Interest expenses for lease liabilities to fellow subsidiaries	1,523	1,547

- (i) These transactions constitute connected transactions or continuing connected transactions under the Listing Rules.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

37. RELATED PARTY TRANSACTIONS (CONTINUED)

(c) Balances with related parties

	2021 RMB'000	As at 31 December 2020 RMB'000
Trade in nature		
Trade receivables from the Financial Street Affiliates Group	125,000	70,160
Trade receivables from an associate	2,033	242
Trade receivables from the ultimate parent company	187	–
	127,220	70,402
Other receivables from the Financial Street Affiliates Group – Rental deposit	2,603	1,972
Trade and other payables to the Financial Street Affiliates Group	31,086	21,064
Contract liabilities to the Financial Street Affiliates Group	6,099	3,472
Contract liabilities to an associate	236	236
	6,335	3,708
Lease liabilities to fellow subsidiaries	25,334	26,952
Deposit placed with a fellow subsidiary	283,323	294,760

Other receivables due from fellow subsidiaries mainly consist of rental deposits, which were ongoing and occurred in the ordinary course of the business.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

38. ACQUISITION OF A SUBSIDIARY

On 11 December 2020, the Group, through a subsidiary, acquired an additional 6% of the equity interests of Nanjing Financial Street Savills Property Service Co., Ltd., a property management company in Nanjing, the PRC, by capital injection (the "Acquisition"). Upon completion of the Acquisition, the Group holds the 51% of the equity interests of Nanjing Financial Street Savills Property Service Co., Ltd. ("Nanjing Savills") and treats it as an indirect non-wholly-owned subsidiary of the Group.

38.1 Consideration

The cash consideration of RMB1,166,000 was injected directly to Nanjing Financial Street Savills Property Service Co., Ltd. for the additional 6% of the equity interests.

38.2 Recognised amounts of identifiable assets acquired and liabilities assumed

The fair value of net assets of Nanjing Financial Street Savills Property Service Co., Ltd. acquired as at the date of completion, is as follows:

	Fair Value RMB'000
Property, plant and equipment (<i>note 17</i>)	1,588
Intangible assets (<i>note 22</i>)	2,152
Deferred tax assets	9
Trade receivables	4,678
Prepayments	580
Other financial assets at amortised cost	246
Financial asset at fair value through profit and loss	4,000
Cash and cash equivalents	24,849
Lease liabilities	(191)
Deferred tax liabilities	(538)
Trade and other payables	(21,910)
Contract liabilities	(9,966)
Current portion of lease liabilities	(230)
Total identifiable net assets acquired	5,267
Less: NCI	(2,581)
Net assets acquired	2,686

Non-controlling interests

The NCI (49%) in Nanjing Savills recognised at the acquisition date was measured by reference to the proportionate share of Nanjing Financial Street Savills Property Service Co., Ltd.'s net assets and amounted to RMB2,581,000.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

38. ACQUISITION OF A SUBSIDIARY (CONTINUED)

38.3 Goodwill arising from the Acquisition of Nanjing Savills

The goodwill of RMB325,000 arises from the synergy with the Group and work force that did not meet the criteria for recognition as intangible assets. The excess amount of the cash consideration over the fair value of the net identifiable assets of Nanjing Savills is recognised as goodwill. None of the goodwill recognised is expected to be deductible for income tax purposes.

	2020 RMB'000
Total cash consideration	1,166
Investment in Nanjing Savills before the Acquisition of Nanjing Savills	1,845
Less: fair value of net assets acquired by the Group	(2,686)
	325

38.4 Cash inflow for the acquisition

	2020 RMB'000
Inflow of cash for the acquisition, net of cash acquired	
– Cash and bank balances acquired	24,849
– Cash consideration paid	(1,166)
	23,683

38.5 Revenue and profit contribution impact

The acquired business contributed revenues of RMB3,418,000 and net profit of RMB470,000 to the Group for the period from 11 December 2020 to 31 December 2020.

If the acquisition had occurred on 1 January 2020, consolidated pro-forma revenue and profit for the year ended 31 December 2020 would have been RMB49,561,000 and RMB5,705,000 respectively.

The Group recognised a gain of RMB757,000 as a result of measuring its 45% equity interest in Nanjing Savills held before the business combination at fair value. The gain is included in other gains, net in the Group's consolidated statement of comprehensive income for the year ended 31 December 2020.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

39. NON-CASH TRANSACTIONS

During the year ended 31 December 2021, the Group entered into certain lease contracts in which additions to right-of-use assets and lease liabilities amounting to RMB33,993,000 (2020: RMB6,653,000) was recognised at the lease commencement date.

40. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The changes in the Group's liabilities arising from financing activities can be classified as follows:

	Accrued listing expenses RMB'000	Lease liabilities RMB'000	Amount due to owner of the Company RMB'000	Amount due to a NCI RMB'000	Total RMB'000
At 1 January 2020 (Restated)	41,929	48,154	-	-	90,083
Non-cash:					
- Proceeds from issuance of ordinary shares	-	-	(693,650)	-	(693,650)
- Dividend declared (note 12)	-	-	82,980	797	83,777
- Entering into new leases	-	6,653	-	-	6,653
- Finance costs (note 9)	-	2,133	-	-	2,133
Cash flows:					
- Repayment	(41,929)	-	(82,980)	(797)	(125,706)
- Proceeds	-	-	693,650	-	693,650
- Payment of lease liabilities	-	(14,974)	-	-	(14,974)
At 31 December 2020 (Restated) and at 1 January 2021 (Restated)	-	41,966	-	-	41,966
Non-cash:					
- Capital contribution from non-controlling interests arising on a newly established subsidiary	-	-	-	(980)	(980)
- Dividend declared (note 12)	-	-	57,519	11,848	69,367
- Entering into new leases	-	33,993	-	-	33,993
- Lease modification	-	5,575	-	-	5,575
- Lease termination	-	(7,111)	-	-	(7,111)
- Finance costs (note 9)	-	2,358	-	-	2,358
Cash flows:					
- Repayment	-	-	(57,519)	(11,848)	(69,367)
- Proceeds	-	-	-	980	980
- Payment of lease liabilities	-	(19,255)	-	-	(19,255)
At 31 December 2021	-	57,526	-	-	57,526

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT

The Group is exposed to financial risks through its use of financial instruments in its ordinary course of operations and in its investment activities. The financial risks include market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The directors manage and monitor these exposures to ensure appropriate measures are implemented on a timely and effective manner.

There has been no change to the types of the Group's exposure in respect of financial instruments or the manner in which it manages and measures the risks.

41.1 Categories of financial assets and liabilities

The carrying amounts presented in the consolidated statement of financial position relate to the following categories of financial assets and financial liabilities:

	2021 RMB'000	2020 RMB'000 (Restated)
Financial assets		
Financial assets at FVTPL		
– Derivative financial instruments	18,274	–
Financial assets at amortised cost		
– Note and trade receivables	210,379	149,769
– Other financial assets at amortised cost	30,601	34,395
– Bank deposits with the maturity over three months	23,194	25,194
– Restricted bank deposits	62,652	33,994
– Cash and cash equivalents	1,397,612	1,399,507
	1,742,712	1,642,859
Financial liabilities		
Financial liabilities at amortised cost		
– Trade and other payables	501,319	482,832
– Lease liabilities	57,526	41,966
	558,845	524,798

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.2 Foreign currency risk

The Group's businesses are principally conducted in RMB. The Group is exposed to foreign exchange risk with respect to primarily HK dollar. Foreign exchange risk arises from a foreign currency deposit account.

As at 31 December 2021, all of the Group's assets and liabilities were denominated in RMB except that cash and cash equivalents of approximately RMB610,208,000 (2020: RMB627,319,000) were denominated in HK dollar. As at 31 December 2021, if RMB had weakened/strengthened by 3% (2020: 10%) against the HK dollar with all other variables held constant, post-tax profit would have increased/decreased by RMB13,730,000 (2020: RMB47,049,000).

41.3 Interest rate risk

Interest rate risk relates to the risk that the fair value or cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's interest rate risk mainly arises from bank deposits with the maturity over three months, restricted bank deposits, cash and cash equivalents, lease liabilities and loans to related parties. Restricted bank deposits, cash and cash equivalents at variable rates expose the Group to cash flow interest rate risk. Bank deposits with the maturity over three months, lease liabilities and loan to related parties at fixed rates expose the Group to fair value interest rate risk. The Group closely monitors trend of interest rate and its impact on the Group's interest rate risk exposure. The Group currently has not used any interest rate swap arrangements but will consider hedging interest rate risk should the need arise.

As at 31 December 2021 and 2020, the Group's exposure to interest rate is considered immaterial.

41.4 Credit risk

Credit risk refers to the risk that the counterparty to a financial instrument would fail to discharge its obligation under the terms of the financial instrument and cause a financial loss to the Group. The Group's exposure to credit risk mainly arises from granting credit to customers in the ordinary course of its operations and from its investing activities.

The Group's maximum exposure to credit risk for the components of the consolidated statement of financial position at 31 December 2021 and 2020 is the carrying amount as disclosed in note 41.1 above.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.4 Credit risk (Continued)

Trade receivables

The Group has a large number of customers. As at 31 December 2021, 8% (2020: 10%) of the total trade receivables were due from the Group's largest customer and 64% (2020: 74%) of the total trade receivables were due from Financial Street Affiliates Group respectively. The Group has monitoring procedures to ensure that follow-up action is taken to recover overdue debts. Internal risk control assesses the credit quality of the customers, taking into account their financial position, past experience and other factors. In addition, the Group reviews the recoverability of these receivables at the end of each reporting period based on historical settlements records and experience and adjusts for forward-looking information, to ensure that adequate impairment losses are made for irrecoverable amounts.

The Group applies the simplified approach to providing for ECL prescribed by HKFRS 9, which permits the use of the lifetime expected loss provision for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and ageing periods.

The expected loss rates are based on the historical credit losses and adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Company has identified economic policies, macroeconomic conditions, industry risks, probabilities of default and expected operating performance of the debtors in which it sells its services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

On that basis, the loss allowance as at 31 December 2021 and 2020 was determined as follows for trade receivables:

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.4 Credit risk (Continued)

Trade receivables (Continued)

Individually impaired trade receivables

	Trade receivables	Expected credit loss rate	Loss allowance	Reason
2021				
Trade receivables 1	1,499	100.00%	1,499	The likelihood of recovery
Trade receivables 2	21,338	5.76%	1,229	The likelihood of recovery
	22,837		2,728	
2020 (Restated)				
Trade receivables 1	1,834	100.00%	1,834	The likelihood of recovery
Trade receivables 2	37,918	5.13%	1,945	The likelihood of recovery
	39,752		3,779	

Collectively impaired trade receivables

For trade receivables with public rating source:

	Trade receivables	Expected credit loss rate	Loss allowance
2021			
Trade receivables with public rating source	68,478	1.02%	698
2020 (Restated)			
Trade receivables with public rating source	54,208	1.01%	548

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.4 Credit risk (Continued)

Trade receivables (Continued)

Collectively impaired trade receivables (Continued)

For trade receivables without public rating source:

	Within 1 year	1 to 2 years	2 to 3 years	Over 3 years	Total
2021					
Related parties					
Expected credit loss rate	2.54%				
Gross carrying amount-trade receivables	66,862				66,862
Loss allowance	1,698				1,698
Third parties					
Expected credit loss rate	2.74%	18.91%	96.64%	100.00%	
Gross carrying amount-trade receivables	38,930	6,292	2,263	677	48,162
Loss allowance	1,068	1,190	2,187	677	5,122
2020 (Restated)					
Related parties					
Expected credit loss rate	2.76%				
Gross carrying amount-trade receivables	27,504				27,504
Loss allowance	759				759
Third parties					
Expected credit loss rate	2.01%	12.86%	80.60%	100.00%	
Gross carrying amount-trade receivables	31,480	2,706	959	370	35,515
Loss allowance	633	348	773	370	2,124

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.4 Credit risk (Continued)

Note receivables, cash and cash equivalents and restricted bank deposits

For note receivables, cash and cash equivalents and restricted bank deposits, the Group has assessed that they were placed at state-owned banks and other medium or large size listed banks and other financial institutions with high credit rating assigned by international credit-rating agencies. The risk of default is low based on market information and the Group considers the credit risk to be insignificant.

Deposits and loans to related parties

The Group expects that the credit risk associated with deposits and loans to related parties are considered to be low after considering the factors as set out in note 2.11, and related parties have a strong capacity to meet their contractual cash flow obligations in the near term. The Group has assessed that the ECL rate applied for the amounts due from related companies was 0.03% (2020: 0.17%) under 12 months ECL method for the year ended 31 December 2021 and 2020.

Other receivables other than those from related parties and payments on behalf of residents

The Group has large number of counterparties for its other receivables other than those from related parties and payments on behalf of residents. The Group has monitoring procedures to ensure that follow-up action is taken to recover overdue debts. In addition, the Group reviews the recoverability of these receivables at the end of reporting period to ensure that adequate ECL are made for irrecoverable amounts. The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis at the end of each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of default occurring on the asset as at the end of reporting period with the risk of default as at the date of initial recognition.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.4 Credit risk (Continued)

Other receivables other than those from related parties and payments on behalf of residents (Continued)

Forward-looking information is incorporated in the ECL model. The Group has performed historical analysis and identified the key economic variables impacting credit risk and ECL. It also considers available reasonable and supportive forward-looking information. Especially the following indicators are incorporated:

- internal credit rating
- external credit rating
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations
- actual or expected significant changes in the operating results of individual property owner or the borrower
- significant increases in credit risk on other financial instruments of the individual property owner or the same borrower
- significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the Group and changes in the operating results of the borrower.

Since credit risk has not significantly increased after initial recognition, the loss allowance recognised is therefore limited to 12 months expected credit losses.

	Due from related parties	Due from third parties	Total
2021			
Carrying amount of other receivables	13,671	17,375	31,046
Expected credit loss rate	0.03%	2.54%	
Loss allowance	4	441	445
2020 (Restated)			
Carrying amount of other receivables	8,586	26,374	34,960
Expected credit loss rate	0.17%	2.09%	
Loss allowance	14	551	565

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.5 Liquidity risk

Liquidity risk relates to the risk that the Group will not be able to meet its obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group is exposed to liquidity risk in respect of settlement of trade and other payables, lease liabilities and also in respect of its cash flow management. The Group's objective is to maintain an appropriate level of liquid assets and committed lines of funding to meet its liquidity requirements in the short and long term.

Analysed below is the Group's remaining contractual maturities for its financial liabilities as at 31 December 2021 and 2020. When the creditor has a choice of when the liability is settled, the liability is included on the basis of the earliest date on when the Group can be required to pay. Where the settlement of the liability is in instalments, each instalment is allocated to the earliest period in which the Group is committed to pay.

The contractual maturity analysis below is based on the undiscounted cash flows of the financial liabilities.

	Within 1 year or on demand <i>RMB'000</i>	Between 1 and 5 years <i>RMB'000</i>	Over 5 years <i>RMB'000</i>	Total undiscounted amount <i>RMB'000</i>	Carrying amount <i>RMB'000</i>
2021					
Trade and other payables	501,319	–	–	501,319	501,319
Lease liabilities	23,976	35,536	2,305	61,817	57,526
	525,295	35,536	2,305	563,136	558,845
2020 (Restated)					
Trade and other payables	482,832	–	–	482,832	482,832
Lease liabilities	15,075	28,173	2,214	45,462	41,966
	497,907	28,173	2,214	528,294	524,798

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

41. FINANCIAL RISK MANAGEMENT (CONTINUED)

41.6 Fair value measurements of financial instruments

Financial assets and liabilities measured at fair value in the consolidated statement of financial position are grouped into three levels of a fair value hierarchy. The three levels are defined based on the observability and significance of inputs to the measurements, as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets and liabilities

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and not using significant unobservable inputs

Level 3: significant unobservable inputs for the asset or liability

The level in the fair value hierarchy within which the financial asset or liability is categorised in its entirety is based on the lowest level of input that is significant to the fair value measurement.

The financial assets and liabilities measured at fair value in the consolidated statement of financial position on a recurring basis are grouped into the fair value hierarchy as follows:

	Level 1 RMB'000	Level 2 RMB'000	Level 3 RMB'000	Total RMB'000
Financial assets:				
As at 31 December 2021				
Financial assets at FVTPL				
– Derivative financial instruments				
<i>(note ii and note 26)</i>				
	–	18,274	–	18,274

Notes:

- (i) There were no transfers between Level 1 and Level 2 during the year ended 31 December 2021 (2020: Nil).
- (ii) The fair value of foreign currency forward contracts is determined using quoted forward exchange rates prescribed by the financial institution at the end of the reporting period.

Notes to the Consolidated Financial Statements (Continued)

for the year ended 31 December 2021

42. CAPITAL RISK MANAGEMENT

The Group's objectives when managing capital are to safeguard their ability to continue as a going concern, so that they can 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 shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

As part of the capital risk management process, the Group monitors capital on the basis of the liability-to-asset ratio. This ratio is calculated as total liabilities divided by total assets.

The liability-to-asset ratios at 31 December 2021 and 2020 are as follows:

	As at 31 December	
	2021	2020
	RMB'000	RMB'000 (Restated)
Total liabilities	715,365	661,747
Total assets	1,879,565	1,748,306
Liability-to-asset ratio	38%	38%

43. EVENTS AFTER THE REPORTING PERIOD

Proposed acquisitions of 65% of equity interest in Zhuzhou Hongda Property Management Co., Ltd. and part of equity interest in a target company in Hong Kong

Please refer to the announcements dated 23 June 2021 published by the Company for further details. These acquisitions have not yet completed as at 31 December 2021.

Apart from the events disclosed above and elsewhere in this report, the Group had no significant events after the end of reporting period.

44. COMPARATIVE FIGURES

As explained in note 2 to the consolidated financial statements, due to the Group's application of merger accounting for business combinations under common control during the year ended 31 December 2021, certain comparative figures has been restated to conform with current year's accounting treatments and presentation.

Five-Year Financial Summary

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Year ended 31 December				2021 RMB'000
	2017 RMB'000	2018 RMB'000	2019 RMB'000 (Restated)	2020 RMB'000 (Restated)	
Revenue	756,682	875,199	997,014	1,180,554	1,320,480
Cost of sales and services	(611,059)	(713,555)	(805,585)	(929,763)	(1,057,745)
Gross profit	145,623	161,644	191,429	250,791	262,735
Profit for the year	82,655	91,536	113,410	116,147	150,784
Other comprehensive income/ (loss) for the year, net of tax	453	(453)	(413)	(459)	(113)
Total comprehensive income for the year	83,108	91,083	112,997	115,688	150,671
Attributable to:					
Owners of the Company	79,863	86,597	104,804	104,445	137,604
Non-controlling interests	3,245	4,486	8,193	11,243	13,067
Earnings per share, basic and diluted (RMB)	0.384	0.421	0.390	0.328	0.369

CONSOLIDATED STATEMENT OF ASSETS, EQUITY AND LIABILITIES

	As at 31 December				2021 RMB'000
	2017 RMB'000	2018 RMB'000	2019 RMB'000 (Restated)	2020 RMB'000 (Restated)	
Assets					
Non-current assets	79,420	81,400	111,584	99,398	126,969
Current assets	648,287	672,976	889,426	1,648,908	1,752,596
Total assets	727,707	754,376	1,001,010	1,748,306	1,879,565
Equity and liabilities					
Total equity	242,644	233,781	403,712	1,086,559	1,164,200
Non-current liabilities	22,493	20,338	43,412	34,726	41,473
Current liabilities	462,570	500,257	553,886	627,021	673,892
Total liabilities	485,063	520,595	597,298	661,747	715,365
Total equity and liabilities	727,707	754,376	1,001,010	1,748,306	1,879,565