San Miguel Brewery Hong Kong Limited

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

CHANGE IN EXECUTIVE DIRECTOR AND MANAGING DIRECTOR

The Board announces that Mr. Ramon G. Torralba has tendered his resignation as Executive Director and Managing Director of the Company with effect from 16 January 2022. The Board is also pleased to announce the appointment of Mr. Raymundo Y. Albano as Executive Director and Managing Director of the Company effective from 16 January 2022.

RESIGNATION OF EXECUTIVE DIRECTOR AND MANAGING DIRECTOR

The board of directors (the "Board") of San Miguel Brewery Hong Kong Limited (the "Company") announces that Mr. Ramon G. Torralba ("Mr. Torralba") has tendered his resignation as Executive Director and Managing Director of the Company with effect from 16 January 2022, in order to devote more of his time to his family and to pursue his other interests. Mr. Torralba has confirmed that there is no disagreement with the Board and there is no other matter relating to his resignation that needs to be brought to the attention of The Stock Exchange of Hong Kong Limited and the shareholders of the Company.

The Board would like to express its gratitude to Mr. Torralba for his valuable efforts and contribution to the Company during his tenure of appointment as Executive Director and Managing Director of the Company.

APPOINTMENT OF EXECUTIVE DIRECTOR AND MANAGING DIRECTOR

The Board is also pleased to announce that Mr. Raymundo Y. Albano ("Mr. Albano") has been appointed as Executive Director and Managing Director of the Company with effect from 16 January 2022.

Mr. Albano, aged 61, is the General Manager and Director of San Miguel Beer (Thailand) Ltd. and San Miguel Marketing (Thailand) Ltd. He was the President Director of PT Delta Djakarta Tbk (a listed company on the Indonesia Stock Exchange) and President Commissioner of PT Jangkar Delta Indonesia (2010–2017); and General Manager (2005–2010) and National Sales Manager (2004–2005) of San Miguel Brewery Vietnam Co., Ltd. He also served the San Miguel Beer Division of San Miguel

Corporation in various positions from 1985-2003, including as Assistant Vice President and Sales Manager for International Sales Operations (2003-2004) and Assistant Vice President and Area Sales Manager (2000-2003). Mr. Albano graduated from the San Pablo Seminary in the Philippines in 1980, with a bachelor of arts degree in Philosophy/Sociology.

Save for his directorships as disclosed above, Mr. Albano has not held any directorships in any publicly listed companies or other major appointment in the past three years. Apart from being Executive Director and Managing Director of the Company and a Director of certain subsidiaries of the Company, Mr. Albano does not hold any other position in the Company or its subsidiaries.

Mr. Albano has entered into a service agreement with the Company for a monthly remuneration of HK$120,512 and is eligible for an annual bonus and other allowances at the sole and absolute discretion of the Remuneration Committee. There is no designated length of service for Mr. Albano with the Company and will be subject to rotation and re-election at annual general meetings of the Company in accordance with the Articles of Association of the Company.

In relation to his appointment as a director, Mr. Albano is entitled to receive an annual director's fee of HK$50,000 which is determined by reference to his duties and responsibilities in the Company and is subject to revision by the Remuneration Committee and the Board under the authority granted by shareholders at annual general meetings.

Mr. Albano does not have any relationships with any of the Company's directors, senior management, substantial shareholders or controlling shareholders (as defined in the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules")).

As at the date of this announcement, Mr. Albano has the following beneficial interests in the issued share capital of the Company's associated corporations:

Interests in issued shares

	Number of common shares in Top Frontier Investment Holdings, Inc.	
	Number of shares held	*% of total issued shares*
Common (par value of 1 Philippine peso each):	260*	0.000078%

* Held directly

Interests in issued shares (Continued)

	Number of common shares in San Miguel Corporation	
	Number of shares held	*% of total issued shares*
Common (par value of 5 Philippine pesos each):	8,293*	0.000245%

* Held directly

All the interests held by Mr. Albano represent long positions.

As at the date hereof, Mr. Albano does not have any interests in any shares or underlying shares of the Company within the meaning of Part XV of the Securities and Futures Ordinance.

With reference to the announcement of the Company dated 25 November 2020, Guangzhou San Miguel Brewery Co., Ltd. ("GSMB") commenced the liquidation process on 30 November 2020 after expiry of its business term on 29 November 2020, in accordance with the applicable laws of the People's Republic of China. GSMB is an equity Joint Venture formed in 1990 between San Miguel (Guangdong) Limited ("SMG") and Guangzhou Brewery ("GB") and is held as to 70% by SMG and as to 30% by GB. SMG is a 92.989%-owned subsidiary of the Company. The principal activity of GSMB was the distribution of bottled, canned and draught beers in the South China market. Mr. Albano was one of the registered directors of GSMB from 10 July 2020 to 27 November 2020 or within the twelve months immediately preceding the date of commencement of the liquidation of GSMB, but was not involved in the day-to-day operations of GSMB. Although Mr. Albano has ceased to be one of the registered directors of GSMB since 27 November 2020, this matter constitutes an event required to be disclosed by the Company pursuant to Rule 13.51(2)(l) of the Listing Rules.

Save for the information disclosed above, Mr. Albano has confirmed that there is no other information which is required to be disclosed pursuant to paragraphs (h) to (v) of Rule 13.51(2) of the Listing Rules nor any other matters relating to his appointment that need to be brought to the attention of the Company's shareholders.

The Board would like to express its warm welcome to Mr. Albano on his appointment.

By Order of the Board
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary

Hong Kong, 1 December 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Mr. Thelmo Luis O. Cunanan Jr., Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno.

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CONTINUING CONNECTED TRANSACTIONS
THE NEW SMBIL-SMBHK TRADEMARK LICENCE AGREEMENT

The Company has been granted a sub-licence by Neptunia to use certain trademarks pursuant to the Neptunia Sub-licence Agreement. The Neptunia Sub-licence Agreement was entered into by the Company and Neptunia on 1 January 1979 and will expire after 31 December 2021.

The "San Miguel" related trademarks registered in Hong Kong and Macau are owned by SMBIL. In order to have a direct licence arrangement with the trademarks owner, the Company entered into the New SMBIL-SMBHK Trademark Licence Agreement with SMBIL on 25 October 2021 for the exclusive right to use the "San Miguel" related trademarks in the production, sale and distribution of beer in Hong Kong and Macau for three years from 1 January 2022 to 31 December 2024. Save for the royalties which may be payable by the Company to SMBIL under the terms of the New SMBIL-SMBHK Trademark Licence Agreement, no consideration was paid or is payable under the New SMBIL-SMBHK Trademark Licence Agreement. The territorial coverage, licensed trademarks, and rate and manner of computation of royalties under the New SMBIL-SMBHK Trademark Licence Agreement, among others, are essentially the same as those under the Neptunia Sub-licence Agreement, although the list of covered territories and licensed trademarks has been updated.

It is expected that the annual royalties payable by the Group under the New SMBIL-SMBHK Trademark Licence Agreement, when aggregated with other trademark licensing and sub-licensing arrangements with the San Miguel Group, including the SMBIL Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement, shall be less than HK$10 million for each of the financial years ending 31 December 2022, 31 December 2023 and 31 December 2024. Accordingly, the transactions under the New SMBIL-SMBHK Trademark Licence Agreement are subject to the reporting and announcement requirements and exempt from the independent shareholders' approval requirement under the Listing Rules.

THE NEW SMBIL-SMBHK TRADEMARK LICENCE AGREEMENT

Reference is made to the Company's announcement dated 2 November 2020 in respect of the extension of the term of the Neptunia Sub-licence Agreement for one year from January 1, 2021 to 31 December 2021. In order to have a direct licence arrangement with the trademarks owner, SMBIL, the Company entered into the New SMBIL-SMBHK Trademark Licence Agreement with SMBIL on 25 October 2021 for the exclusive right to

use the "San Miguel" related trademarks in the production, sale and distribution of beer in Hong Kong and Macau by the Company for three years from 1 January 2022 to 31 December 2024. Save for the royalties which may be payable by the Company to SMBIL under the terms of the New SMBIL-SMBHK Trademark Licence Agreement, no consideration was paid or is payable under the New SMBIL-SMBHK Trademark Licence Agreement. The territorial coverage, licensed trademarks, and rate and manner of computation of royalties under the New SMBIL-SMBHK Trademark Licence Agreement, among others, are essentially the same as those under the Neptunia Sub-licence Agreement, although the list of covered territories and licensed trademarks has been updated. The major terms of the New SMBIL-SMBHK Trademark Licence Agreement are summarised as follows:

Term:	From 1 January 2022 to 31 December 2024, which may be renewed subject to the terms of the New SMBIL-SMBHK Trademark Licence Agreement and the Company complying with the relevant requirements of the Listing Rules
Licensor:	SMBIL
Licensee:	The Company
Trademarks:	Various "San Miguel" related trademarks
Trademarks and territory:	(i) exclusive for the production, sale and distribution of beer under the Trademarks in Hong Kong (ii) exclusive for the sale and distribution of beer under the Trademarks in Macau
Royalty rates:	Royalties payable under the New SMBIL-SMBHK Trademark Licence Agreement are calculated based on the amount of beer produced by the Company (but not its subsidiaries) under the licence in accordance with the following scale: From 0 HL up to 1,000,000 HL per annum — US$0.10 per HL; From 1,000,001 HL up to 2,000,000 HL per annum — US$0.075 per HL; From 2,000,001 HL up to 5,000,000 HL per annum — US$0.05 per HL; From 5,000,001 HL and above per annum — US$0.025 per HL; to be paid by the Licensee to the Licensor, net of any and all taxes or assessments which are borne by the Licensee, on an annual basis
Payment terms:	Calculated annually and payable in US dollars within 30 days after the last day of each calendar year (with no late payment charges)

As stated above, any royalty payable under the New SMBIL-SMBHK Trademark Licence Agreement is calculated based on the amount of beer produced by the Company using the relevant licensed trademarks in the relevant territories. With reference to the royalties payable to Neptunia under the Neptunia Sub-licence Agreement, the royalties amounted to approximately HK$1,041,000, HK$931,000 and HK$516,000 for the

years ended 31 December 2019, 2020 and the nine (9)-month period from 1 January 2021 to 30 September 2021 respectively. Hence, as the territorial coverage, licensed trademarks, and rate and manner of computation of royalties under the New SMBIL-SMBHK Trademark Licence Agreement, among others, are essentially the same as those under the Neptunia Sub-licence Agreement (although the list of covered territories and licensed trademarks has been updated), it is expected that the annual royalties payable by the Group under the New SMBIL-SMBHK Trademark Licence Agreement, when aggregated with other trademark licensing and sub-licensing arrangements with the San Miguel Group, including the SMBIL Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement, shall be less than HK$10 million for each of the financial years ending 31 December 2022, 31 December 2023 and 31 December 2024.

The terms of the New SMBIL-SMBHK Trademark Licence Agreement are on normal commercial terms or better.

REASONS FOR THE TRANSACTIONS

The Group is the business arm of the San Miguel Group responsible for the production and/or distribution of bottled, canned and draught beers and other beverage products mainly in Hong Kong, Macau and China. Most of the products of the Group are marketed under various brand names owned by various members of the San Miguel Group, including those under the Neptunia Sub-licence Agreement, the SMBIL Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement. The "San Miguel" related trademarks and brand names are essential to the Group's sales. Members of the San Miguel Group are also selling their products in other parts of the world using, among others, the "San Miguel" related trademarks and brand names. The Group has obtained the right to use these trademarks and brand names owned by the San Miguel Group through various licensing arrangements, including but not limited to, the Neptunia Sub-licence Agreement, the SMBIL Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement.

As disclosed above, the New SMBIL-SMBHK Trademark Licence Agreement was entered into by SMBIL and the Company for the purpose of allowing the Group to continue the use of the relevant trademarks to distribute and sell its beer products in the relevant territories as specified in the New SMBIL-SMBHK Trademark Licence Agreement, but this time under a direct license arrangement with the trademarks owner, SMBIL.

The Directors (including the independent non-executive Directors) consider the terms of the New SMBIL-SMBHK Trademark Licence Agreement are fair and reasonable, and on normal commercial terms or better, and that the transactions thereunder are in the ordinary and usual course of business of the Company and in the interests of the Company and the shareholders of the Company as a whole.

CONTINUING CONNECTED TRANSACTIONS

Top Frontier is the ultimate holding company of the Company and through, among others, SMBIL, holds 245,720,800 Shares representing approximately 65.78% of the issued share capital of the Company. Accordingly, SMBIL is a connected person of the Company under the Listing Rules, and the licensing arrangement under the New SMBIL-SMBHK Trademark Licence Agreement constitutes a continuing connected transaction for the Company under Chapter 14A of the Listing Rules.

The Group has also entered into other licence/sub-licence agreements with certain other members of the San Miguel Group aside from the New SMBIL-SMBHK Trademark Licence Agreement, which include the SMBIL

Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement. For the purpose of complying with the continuing connected transactions requirements under Chapter 14A of the Listing Rules, transactions with the San Miguel Group under the San Miguel Group Licensing Arrangements (including the New SMBIL-SMBHK Trademark Licence Agreement, the SMBIL Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement) are aggregated as a series of transactions. The terms of all other trademark licensing and sub-licensing arrangements under the San Miguel Group Licensing Arrangements and the aggregate annual cap of less than HK$10 million for the San Miguel Group Licensing Arrangements during the remaining term of the agreements under the San Miguel Group Licensing Arrangements shall remain unchanged.

It is expected that the annual royalties payable by the Group under the New SMBIL-SMBHK Trademark Licence Agreement, when aggregated with other trademark licensing and sub-licensing arrangements with the San Miguel Group under the San Miguel Group Licensing Arrangements, including the SMBIL Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement, shall be less than HK$10 million for each of the financial years during the remaining terms of the relevant license/sub-license agreements. Accordingly, the transactions under the New SMBIL-SMBHK Trademark Licence Agreement are only subject to the reporting and announcement requirements and exempt from the independent shareholders' approval requirement under the Listing Rules.

Mr. Carlos Antonio M. Berba is a director of both the Company and SMBIL. Mr. Ramon S. Ang abstained from voting on the Board resolution to approve the entering into of the New SMBIL-SMBHK Trademark Licence Agreement and the transactions contemplated under the New SMBIL-SMBHK Trademark Licence Agreement in compliance with Rule 14A.70 (11) of the Listing Rules in view of his substantial interest in the shares of Top Frontier and SMC (an intermediate holding company of the Company), which are connected persons of the Company. Further, with reference to the royalties paid/payable to Neptunia under the Neptunia Sub-licence Agreement, the royalties amounted to only approximately HK$1,041,000, HK$931,000 and HK$516,000 for the years ended 31 December 2019, 2020 and the nine (9)-month period from 1 January 2021 to 30 September 2021 respectively. Hence, as the territorial coverage, licensed trademarks, and rate and manner of computation of royalties under the New SMBIL-SMBHK Trademark Licence Agreement, among others, are essentially the same as those under the Neptunia Sub-licence Agreement (although the list of covered territories and licensed trademarks has been updated), the transaction amount under the New SMBIL-SMBHK Trademark Licence Agreement is expected to be not material to the operations of the Group, SMBIL, SMC and Top Frontier, and the Company does not consider any Directors to have a material interest in the subject transaction under the New SMBIL-SMBHK Trademark Licence Agreement. Accordingly, other than Mr. Ramon S. Ang, none of the Directors abstained from voting on the Board resolution to approve the entering into of the New SMBIL-SMBHK Trademark Licence Agreement and the transactions contemplated under the New SMBIL-SMBHK Trademark Licence Agreement in compliance with Rule 14A.70 (11) of the Listing Rules. The Board resolution approving the entering into by the Company of the New SMBIL-SMBHK Trademark License Agreement was unanimously passed in the Board meeting.

DEFINITIONS

Unless the context requires otherwise, the use of capitalised terms in this announcement shall have the following meanings:

"associate(s)"	has the meaning ascribed to it under the Listing Rules
"Board"	the board of Directors
"Company"	San Miguel Brewery Hong Kong Limited, a company incorporated in Hong Kong with limited liability, the shares of which are listed on the Main Board of the Stock Exchange
"connected person(s)"	has the meaning ascribed to it under the Listing Rules
"Director(s)"	the director(s) of the Company
"Group"	the Company and its subsidiaries
"HK$"	Hong Kong dollars, the lawful currency of Hong Kong
"HL"	hectoliter
"Hong Kong"	the Hong Kong Special Administrative Region of the People's Republic of China
"Listing Rules"	the Rules Governing the Listing of Securities on the Stock Exchange
"Macau"	the Macau Special Administrative Region of the People's Republic of China
"Neptunia"	Neptunia Corporation Limited, an indirect non-wholly owned subsidiary of SMC
"Neptunia Sub-licence Agreement"	the sub-licence agreement between Neptunia, as sub-licensor, and the Company (formerly known as San Miguel Brewery Limited), as licensee, dated 1 January 1979, where Neptunia has granted the rights to use and sub-licence the use of certain trademarks owned by SMBIL to the Company
"New SMBIL-SMBHK Trademark Licence Agreement"	The licence agreement between SMBIL, as licensor, and the Company, as licensee, dated 25 October 2021 where SMBIL has granted the Company the right, among others, to use certain "San Miguel" related trademarks subject to the terms and conditions of the agreement
"PRC"	the People's Republic of China
"San Miguel Group"	Top Frontier and its associates (excluding the Group)

"Shares"	shares in the Company
"SMBIL"	San Miguel Brewing International Limited, a wholly owned subsidiary of San Miguel Brewery Inc. which is an indirect subsidiary of SMC.
"SMBIL-SMGB Trademark" Licence Agreement"	the licence agreement between SMBIL, as licensor, and SMGB, as licensee, dated 30 November 2020 where SMBIL has granted SMGB the right, among others, to use certain "San Miguel" related trademarks subject to the terms and conditions of the agreement
"SMBIL Sub-licence Agreement"	the sub-licence agreement between SMGB (formerly known as San Miguel Shunde Brewery Co., Limited), as licensee, and SMBIL, as licensor, dated 25 January 1999, as amended and supplemented by (i) the addendum dated 25 January 1999 and (ii) the amendment to the addendum to the sub-licence agreement dated 8 October 1999
"SMC"	San Miguel Corporation, an intermediate holding company of the Company
"San Miguel Group Licensing Arrangements"	the New SMBIL-SMBHK Trademark Licence Agreement, the SMBIL Sub-licence Agreement and the SMBIL-SMGB Trademark Licence Agreement
"SMGB"	San Miguel (Guangdong) Brewery Co., Ltd., a company incorporated in the PRC with limited liability and a 92% indirectly owned subsidiary of the Company
"Stock Exchange"	The Stock Exchange of Hong Kong Limited
"Top Frontier"	Top Frontier Investment Holdings, Inc., the ultimate holding company of the Company
"US$"	United States dollars

By Order of the Board
John K.L. Cheung
Company Secretary

Hong Kong, 25 October 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Mr. Thelmo Luis O. Cunanan Jr., Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno.

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SAN MIGUEL BREWERY HONG KONG LTD.
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APPOINTMENT OF INDEPENDENT NON-EXECUTIVE DIRECTOR, AUDIT COMMITTEE MEMBER, NOMINATION COMMITTEE MEMBER AND REMUNERATION COMMITTEE MEMBER; AND CHAIRMAN OF NOMINATION COMMITTEE

The Board is pleased to announce the appointment of Mr. Thelmo Luis O. Cunanan Jr. as independent non-executive director, audit committee member, nomination committee member and remuneration committee member of the Company and Mr. Alonzo Q. Ancheta as the chairman of nomination committee of the Company, with effect from 25 October 2021.

APPOINTMENT OF INDEPENDENT NON-EXECUTIVE DIRECTOR, AUDIT COMMITTEE MEMBER, NOMINATION COMMITTEE MEMBER AND REMUNERATION COMMITTEE MEMBER

The board of directors (the "Board") of San Miguel Brewery Hong Kong Limited (the "Company") is pleased to announce that Mr. Thelmo Luis O. Cunanan Jr. ("Mr. Cunanan Jr.") has been appointed as independent non-executive director, audit committee member, nomination committee member and remuneration committee member of the Company with effect from 25 October 2021.

Mr. Cunanan Jr., aged 50, is an Honorary Consul of Georgia and an Honorary Consul of Somalia in the Philippines. He is also the President & Chief Executive Officer of the Philippine National Bobsled Luge & Skeleton Association, Inc. (Philippine Bobsled Team); President of the Philippines Georgia Business and Friendship Association; President of the Philippines Somalia Business and Friendship Association; Television Presenter, Producer and Programming Consultant of the Golden News Network (GNN); Chairman and Founder of the Zoo Crew Philippines and 1FM Community Inc. (First Filipino International Movement); and Director of the Earth Savers Movement Inc. (Earth Savers Dream Ensemble). Mr. Cunanan Jr. is also an Owner and Proprietor of Cochinillo Segoviano, AAA Holiday Homes and Residences and Camp Mara Luxury Tented Resort in the Philippines. He is a former independent non-executive director (2008-2012), member of the nomination committee (2012) and advisor to the board (2013-2021) of the Company. Mr. Cunanan Jr. graduated from Ateneo de Manila University, Philippines in 1994 with a bachelor of arts degree in Interdisciplinary Studies

major in Legal Management. He later obtained a master's degree in Business Administration from the Ateneo Graduate School of Business, Philippines.

Save for his directorships as disclosed above, Mr. Cunanan Jr. has not held any directorships in any publicly listed companies or other major appointment in the past three years. Apart from being an independent non-executive director, audit committee member, nomination committee member and remuneration committee member, Mr. Cunanan Jr. does not hold any other position in the Company or its subsidiaries.

Mr. Cunanan Jr. has not entered into any service agreement with the Company in relation to his appointment but he is entitled to receive an annual director's fee of HK$50,000 which is determined by reference to his duties and responsibilities in the Company and is subject to revision by the Remuneration Committee and the Board under the authority granted by shareholders at annual general meetings. Mr. Cunanan Jr.'s appointment as independent non-executive director is not for a specific term as he is subject to retirement by rotation and re-election at annual general meetings in accordance with the Articles of Association of the Company.

Mr. Cunanan Jr. does not have any relationships with any of the Company's directors, senior management, substantial shareholders or controlling shareholders (as defined in the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules")).

As at the date of this announcement, Mr. Cunanan Jr. does not have any interests in any shares or underlying shares of the Company within the meaning of Part XV of the Securities and Futures Ordinance.

Save for the information disclosed above, Mr. Cunanan Jr. has confirmed that there is no other information which is required to be disclosed pursuant to paragraphs (h) to (v) of Rule 13.51(2) of the Listing Rules nor any other matters relating to his appointment that need to be brought to the attention of the Company's shareholders.

The Board would like to express its warm welcome to Mr. Cunanan Jr. on his appointment.

APPOINTMENT OF CHAIRMAN OF NOMINATION COMMITTEE

The Board is also pleased to announce the appointment of Mr. Alonzo Q. Ancheta ("Mr. Ancheta") as chairman of the nomination committee of the Company with effect from 25 October 2021. Mr. Ancheta is currently an independent non-executive director, and a member of the nomination committee and remuneration committee, of the Company.

By Order of the Board
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary

Hong Kong, 25 October 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Mr. Thelmo Luis O. Cunanan Jr., Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno.

SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司
(Incorporated in Hong Kong with limited liability)
(於香港註冊之有限公司)
(Stock Code/股份代號: 236)

NOTIFICATION LETTER 通 知 信 函

24 August 2021

Dear Shareholder,

San Miguel Brewery Hong Kong Ltd. (the "Company") – Notice of Publication of 2021 Interim Report ("Current Corporate Communication")

The English and Chinese versions of the Company's Current Corporate Communication are available on the Company's website at info.sanmiguel.com.hk and the HKEXnews's website at www.hkexnews.hk. If you have chosen to receive the Corporate Communication# in printed form(s), the arranged printed form(s) of the Current Corporate Communication is enclosed.

If you would like to receive a printed version of the Current Corporate Communication in English language version only, or in Chinese language version only or in both English and Chinese language versions, or if you would like to change your choice of language(s) and/or means of receipt of the Company's future Corporate Communication, please complete the Change Request Form on the reverse side and sign and return it by post or by hand to the Company c/o the Company's share registrar in Hong Kong (the "Hong Kong Share Registrar"), Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong. If you post your reply in Hong Kong, you may use the mailing label in the Change Request Form and need not to affix a stamp on the envelope when returning your Change Request Form. Otherwise, please affix an appropriate stamp. You may also send an email with a scanned copy of the Change Request Form to sanmiguel.ecom@computershare.com.hk. The Change Request Form may also be downloaded from the Company's website at info.sanmiguel.com.hk or the HKEXnews's website at www.hkexnews.hk.

If you have chosen (or are deemed to have consented) to read the website version of the Corporate Communication but for any reason you have difficulty in receiving or gaining access to the Current Corporate Communication, the Company will promptly upon your request send the Current Corporate Communication to you in printed form free of charge.

You are entitled at any time by reasonable notice in writing to the Company c/o the Hong Kong Share Registrar or by email to sanmiguel.ecom@computershare.com.hk to change your choice of language(s) and/or means of receipt of future Corporate Communication, notwithstanding any contrary instructions previously conveyed by you to the Company.

Should you have any queries in relation to this letter, please call the Hong Kong Share Registrar's telephone hotline at (852) 2862 8688 during business hours from 9:00 a.m. to 6:00 p.m., Monday to Friday, excluding public holidays.

Yours faithfully,
By Order of the Board
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary

各位股東：

香港生力啤酒廠有限公司(「本公司」) – 2021年中期報告(「本次公司通訊」)之發佈通知

本公司的本次公司通訊之英、中文版本已上載於本公司網站 info.sanmiguel.com.hk 及香港交易所披露易網站 www.hkexnews.hk，歡迎查閱。如 閣下已選擇收取公司通訊#之印刷本，本次公司通訊已按 閣下所選定的公司通訊語言版本隨本函附上。

如 閣下欲僅收取本次公司通訊之英文印刷本、或僅收取中文印刷本，或同時收取英文及中文印刷本，或欲選擇有別於 閣下所選擇的公司通訊語言版本及／或收取方式，以更改收取本公司日後公司通訊之語言版本及／或收取方式之選擇，請 閣下填妥在本函背面的變更申請表，並在變更申請表上簽名，然後把變更申請表寄回或親手交回本公司之香港證券登記處香港中央證券登記有限公司(「香港證券登記處」)，地址為香港灣仔皇后大道東183號合和中心17M樓。倘若 閣下在香港投寄，可使用變更申請表內的郵寄標籤寄回，而毋須在信封上貼上郵票；否則，請貼上適當的郵票。 閣下亦可把已填妥之變更申請表的掃描副本電郵至 sanmiguel.ecom@computershare.com.hk。變更申請表可於本公司網站 info.sanmiguel.com.hk 或香港交易所披露易網站 www.hkexnews.hk 內下載。

如 閣下已選擇(或被視為已同意)查閱公司通訊之網上版本但因任何理由以致收取或接收本次公司通訊上出現困難，只要 閣下提出要求，本公司將儘快寄上所要求的本次公司通訊的印刷本，費用全免。

閣下可以隨時透過香港證券登記處以書面或透過電郵至 sanmiguel.ecom@computershare.com.hk 通知本公司，更改日後收取本公司通訊之語言版本及／或收取方式的選擇，儘管 閣下早前曾向本公司作出任何其他指示。

閣下如有任何與本函內容有關的疑問，請致電香港證券登記處電話熱線(852) 2862 8688，辦公時間為星期一至星期五(公眾假期除外)上午9時正至下午6時正。

承董事會命
香港生力啤酒廠有限公司
公司秘書
張嘉麟
謹啟

2021年8月24日

 # Corporate Communication refers to any document issued or to be issued by the Company for the information or action of holders of its securities, including but not limited to (a) the directors' report, its annual accounts together with a copy of the auditor's report and, where applicable, its summary financial report; (b) the annual report and, where applicable, its summary annual report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form.
#公司通訊指本公司刊發或將予刊發以供其任何證券持有人參照或採取行動的任何文件，包括但不限於：(a)董事會報告、其年度帳目連同核數師報告及財務摘要報告(如適用)；(b)年度報告及其年度摘要報告(如適用)；(c)會議通告；(d)上市文件；(e)通函；及(f)代表委任表格。

CCS9460 SMBH

Name(s) and address of shareholder(s):
股東之姓名及地址:

Change Request Form 變更申請表

To: **San Miguel Brewery Hong Kong Ltd. (the "Company")**
(Stock Code: 236)
c/o Computershare Hong Kong Investor Services Limited
17M Floor,
Hopewell Centre, 183 Queen's Road East,
Wanchai, Hong Kong

致： **香港生力啤酒廠有限公司（「本公司」）**
（股份代號：236）
經香港中央證券登記有限公司
香港灣仔皇后大道東 183 號
合和中心 17M 樓

I/We have already received a printed copy of the Current Corporate Communication in English/Chinese or have chosen (or am/are deemed to have consented) to read the Current Corporate Communication posted on the Company's website:
本人／我們已收取本次公司通訊之英文／中文印刷本或已選擇（或被視為已同意）查閱 貴公司網站所登載之本次公司通訊：

Part A **I/We would like to receive a printed version of the Current Corporate Communication of the Company in the manner as indicated below:**
甲 部 **本人／我們現欲以下列方式收取 貴公司本次公司通訊之語言印刷本：**

(Please mark **ONLY ONE（X）** of the following boxes 請從下列選擇中，僅在其中**一個空格**內劃上「**X**」號)

☐ I/We would like to receive **a printed copy in English**.
本人／我們現欲收取**一份英文印刷本**。

☐ I/We would like to receive **a printed copy in Chinese**.
本人／我們現欲收取**一份中文印刷本**。

☐ I/We would like to receive **both the printed English and Chinese copies**.
本人／我們現欲收取**英文和中文各一份印刷本**。

Part B **I/We would like to change the choice of language(s) and/or means of receipt of future Corporate Communication# of the Company as indicated below:**
乙 部 **本人／我們現欲更改以下列方式收取 貴公司日後公司通訊# 之語言版本及／或收取方式：**

(Please mark **ONLY ONE（X）** of the following boxes 請從下列選擇中，僅在其中**一個空格**內劃上「**X**」號)

☐ to read the version of the Corporate Communication in electronic form published, in both English and Chinese languages on the Company's website at info.sanmiguel.com.hk in place of receiving printed copies, and receive a printed notification letter of the publication of the Corporate Communication on the Company's website every time that the Company publishes a Corporate Communication in its website; **OR**
查閱登載於本公司網站 info.sanmiguel.com.hk 之公司通訊的英文及中文電子版本，以代替印刷本，並於每次本公司於網站刊發公司通訊時，收取有關公司通訊已在本公司網站刊發之通知信函印刷本；**或**

☐ to receive the **printed English version** of all future Corporate Communication ONLY; **OR**
僅收取所有日後公司通訊之**英文印刷本；或**

☐ to receive the **printed Chinese version** of all future Corporate Communication ONLY; **OR**
僅收取所有日後公司通訊之**中文印刷本；或**

☐ to receive both the printed **English and Chinese versions** of all future Corporate Communication.
同時收取所有日後公司通訊之**英文及中文印刷本**。

Date
日期

Contact telephone number
聯絡電話號碼

Signature(s)
簽名

Notes 附註：

1. Please complete all your details clearly. Please specify your name and address clearly in ENGLISH BLOCK LETTERS on the top left hand corner in this Change Request Form if you downloaded this form from the web.
請 閣下清楚填妥所有資料。倘若 閣下從網上下載本變更申請表，請於本表左上方用英文正楷清楚註明 閣下的姓名及地址。
2. If your shares are held in joint names, the shareholder whose name stands first on the register of members of the Company in respect of the joint holding should sign on this Change Request Form in order to be valid.
如屬聯名股東，則本變更申請表須由該名於本公司股東名冊上就聯名持有股份其姓名位列首位的股東簽署，方為有效。
3. Any form with more than one box marked (X), with no box marked (X), with no signature or otherwise incorrectly completed will be void.
如在本表格作出超過一項選擇、或未有作出選擇、或未有簽署、或在其他方面填寫不正確，則本表格將會作廢。
4. For the avoidance of doubt, we do not accept any special instructions written on this Change Request Form.
為免存疑，任何在本變更申請表上的額外手寫指示，本公司將不予處理。
5. Please note that both printed English and Chinese versions of all the Company's Corporate Communication which we have sent to our shareholders in the past 12 months are available from the Company on request. They are also available on the Company's website (info.sanmiguel.com.hk) for five years from the date of first publication.
本公司備有於過去12個月曾寄發予股東的公司通訊的中、英文版印刷本，可供索取。該等通訊文件亦由首次登載日期起計，持續5年載於本公司網站（info.sanmiguel.com.hk）上。

 # Corporate Communication refers to any document issued or to be issued by the Company for the information or action of holders of its securities, including but not limited to (a) the directors' report, its annual accounts together with a copy of the auditor's report and, where applicable, its summary financial report; (b) the annual report and, where applicable, its summary annual report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form.
公司通訊指本公司發出或將予發出以供其任何證券持有人參照或採取行動的任何文件，包括但不限於：(a)董事會報告、其年度帳目連同核數師報告及財務摘要報告（如適用）；(b)年度報告及其年度摘要報告（如適用）；(c)會議通告；(d)上市文件；(e)通函；及(f)代表委任表格。

Mailing Label 郵寄標籤

Computershare Hong Kong Investor Services Limited
香港中央證券登記有限公司
Freepost No. 簡便回郵號碼：37
Hong Kong 香港

Please cut the mailing label and stick it on an envelope to return this Request Form to us.
No postage is necessary if posted in Hong Kong.
當 閣下寄回本申請表格時，請將郵寄標籤剪貼於信封上。
如在本港投寄， 閣下無需支付郵費或貼上郵票。

Get in touch with us 與我們聯繫
Send us an enquiry 垂詢
Rate our service 評價
Lodge a complaint 投訴
Contact Us 聯繫我們
www.computershare.com/hk/contact

24082021 1 7

CCS9639 SMBH

Name(s) and Address of Shareholder(s):
股東之姓名及地址：

Reply Form 回條

To: **San Miguel Brewery Hong Kong Ltd. (the "Company")**
(Stock Code: 236)
c/o Computershare Hong Kong Investor Services Limited
17M Floor,
Hopewell Centre, 183 Queen's Road East,
Wanchai, Hong Kong

致： **香港生力啤酒廠有限公司（「本公司」）**
（股份代號：236）
經香港中央證券登記有限公司
香港灣仔皇后大道東 183 號
合和中心 17M 樓

I/We would like to receive the corporate communications[#] of the Company ("Corporate Communications") in the manner as indicated below:
本人／我們欲以下列方式收取 貴公司之公司通訊[#]（「公司通訊」）：
(Please mark **ONLY ONE（X）** of the following boxes)
(請從下列選擇中，僅在其中**一個空格**內劃上「**X**」號)

☐ read all future Corporate Communications in their electronic form which are published on the Company's website at info.sanmiguel.com.hk ("**Website Version**") in place of receiving printed copies; and receive a notification letter of the publication of Corporate Communications on the Company's website every time a Corporate Communication is published on the website; **OR**
查閱在本公司網站 info.sanmiguel.com.hk 刊發之所有日後的公司通訊電子版本（「**網上版本**」）以代替印刷本，並於每次公司通訊於網站上發佈時，收取公司通訊已在本公司網站刊發之通知信函；或

☐ to receive the **printed English version** of all future Corporate Communications ONLY; **OR**
僅收取所有日後公司通訊之**英文印刷本；或**

☐ to receive the **printed Chinese version** of all future Corporate Communications ONLY; **OR**
僅收取所有日後公司通訊之**中文印刷本；或**

☐ to receive both the printed **English and Chinese versions** of all future Corporate Communications.
同時收取所有日後公司通訊之**英文及中文印刷本**。

Contact telephone number
聯絡電話號碼 _____

Signature
簽名 _____

Date
日期 _____

Notes 附註：

1. Please complete all your details clearly.
請 閣下清楚填妥所有資料。
2. If the Company does not (i) receive this duly completed and signed Reply Form, or (ii) receive a response indicating an objection from you, by 21 September 2021, you are deemed to have consented to read the Website Version of all future Corporate Communications in place of receiving printed copies. The Company will only send you a printed notification letter of the publication of the Corporate Communication on the Company's website.
倘若本公司於 2021 年 9 月 21 日前，仍未收到 閣下(i)已適當地填妥並簽署的回條，或(ii)表示反對的回覆， 閣下將被視為已同意瀏覽所有日後的公司通訊的網上版本以代替收取印刷本。本公司將向 閣下寄發有關公司通訊已在本公司網站刊發的通知信函印刷本。
3. By selecting to read the Website Version of all future Corporate Communications published on the Company's website in place of receiving printed copies, you have expressly consented to waive the right to receive all future Corporate Communications in printed form, subject to notes 5 and 6 below.
在選擇查閱於本公司網站刊發所有日後的公司通訊網上版本以代替收取印刷本後， 閣下已明示同意放棄收取所有日後公司通訊印刷本的權利（受以下附註 5 和 6 約束）。
4. If your shares are held in joint names, the shareholder whose name stands first on the register of members of the Company in respect of the joint holding should sign on this Reply Form in order to be valid.
如屬聯名股東，則本回條須由該名於本公司股東名冊上就聯名持有股份其姓名位列首位的股東簽署，方為有效。
5. The above instruction will apply to all future Corporate Communications to be sent to shareholders of the Company until you notify the Company otherwise by reasonable notice in writing to the Company c/o the Company's share registrar in Hong Kong (the "Hong Kong Share Registrar"), Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong or by email to sanmiguel.ecom@computershare.com.hk.
上述指示適用於日後寄發予本公司股東之所有公司通訊，直至 閣下向本公司發出合理時間的書面通知予本公司之香港證券登記處香港中央證券登記有限公司(「香港證券登記處」)，地址為香港灣仔皇后大道東 183 號合和中心 17M 樓或以電郵方式發送至 sanmiguel.ecom@computershare.com.hk 另作選擇為止。
6. Shareholders are entitled to change the choice of means of receipt and/or language of the Corporate Communications at any time by reasonable notice in writing or by email to sanmiguel.ecom@computershare.com.hk to the Company c/o the Hong Kong Share Registrar.
股東有權隨時發出合理時間的書面通知予本公司之香港證券登記處或以電郵方式發送至 sanmiguel.ecom@computershare.com.hk，要求更改公司通訊之收取方式及/或語言版本。
7. For the avoidance of doubt, we do not accept any special instructions written on this Reply Form.
為免存疑，任何在本回條上的額外手寫指示，本公司將不予處理。

 # Corporate Communication refers to any document issued or to be issued by the Company for the information or action of holders of its securities, including but not limited to (a) the directors' report, its annual accounts together with a copy of the auditor's report and, where applicable, its summary financial report; (b) the interim report and, where applicable, its summary interim report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form.
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Mailing Label 郵寄標籤

Computershare Hong Kong Investor Services Limited
香港中央證券登記有限公司
Freepost No. 簡便回郵號碼：37
Hong Kong 香港

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如在本港投寄， 閣下無需支付郵費或貼上郵票。

Get in touch with us 與我們聯繫
Send us an enquiry 垂詢
Rate our service 評價
Lodge a complaint 投訴
Contact Us 聯繫我們
www.computershare.com/hk/contact

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

24 August 2021

Dear Shareholder,

Election of Language and Means of Receipt of Corporate Communication

Pursuant to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited and the articles of association of San Miguel Brewery Hong Kong Ltd. (the "Company"), the Company will make available the options provided below for you to select for receipt of future corporate communications of the Company, which comprise any document(s) issued or to be issued by the Company for the information or action of holders of its securities, including but not limited to (a) the directors' report, its annual accounts together with a copy of the auditors' report and, where applicable, its summary financial report; (b) the interim report and, where applicable, its summary interim report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form (collectively, "Corporate Communications"). You may select any one (1) of the following options:

(1) to read all future Corporate Communications in their electronic form which are published on the Company's website at info.sanmiguel.com.hk ("Website Version") in place of receiving printed copies, and receive a printed notification letter of the publication of the Corporate Communications on the Company's website every time a Corporate Communication is published on the website; or
(2) to receive the printed English version of all future Corporate Communications only; or
(3) to receive the printed Chinese version of all future Corporate Communications only; or
(4) to receive both the printed English and Chinese versions of all future Corporate Communications.

In order to increase efficiency in communication with Shareholders and to contribute to environmental protection and cost-effective measures implemented by the Company, the Company recommends you to select option (1) pertaining to the Website Version. To make your selection, please mark **(X)** in the appropriate box on the enclosed reply form and sign and return it by post or by hand to the Company c/o the Company's share registrar in Hong Kong (the "Hong Kong Share Registrar"), Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong. If you post your reply in Hong Kong, you may use the mailing label in the reply form and need not affix a stamp on the envelope when returning your reply form. Otherwise, please affix an appropriate stamp.

If the Company does not (i) receive the duly completed and signed reply form, or (ii) receive a response indicating an objection from you, on or before 21 September 2021, and until you inform the Company c/o the Hong Kong Share Registrar by reasonable notice in writing or by email to sanmiguel.ecom@computershare.com.hk, you are deemed to have consented to read the Website Version of all future Corporate Communications in place of receiving printed copies, and a printed notification letter will be sent by post to you at your address as appearing in the Company's register of members maintained by the Hong Kong Share Registrar every time a Corporate Communication is published in the website.

You have the right at any time by reasonable notice in writing to the Company c/o the Hong Kong Share Registrar to change the choice of language and/or means of receipt of the Corporate Communications. You may also send such notice by email to info.sanmiguel.com.hk. Even if you have chosen (or are deemed to have consented) to receive all future Corporate Communication by reading the Website Version but for any reason have difficulty in receiving or gaining access to the Corporate Communication, the Company will, promptly upon your request, send the Corporate Communication to you in printed form free of charge.

Please note that (a) printed copies of the English and Chinese versions of all future Corporate Communication will be available from the Company or the Hong Kong Share Registrar on request; and (b) the same will also be available on the Company's website at info.sanmiguel.com.hk and the website of The Stock Exchange of Hong Kong Limited at www.hkexnews.hk.

Should you have any queries in relation to this letter, please call the Company's telephone hotline at (852) 2862 8688 during business hours from 9:00 a.m. to 6:00 p.m. from Monday to Friday, excluding public holidays.

By Order of the Board,
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary



SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

Stock Code 股份代號：0236

INTERIM REPORT
January to June 2021

中期報告
二零二一年一月至六月

CORPORATE INFORMATION 公司資料

BOARD OF DIRECTORS

Chairman

Ramon S. Ang *(Non-executive Director)*

Deputy Chairman

Carlos Antonio M. Berba *(Non-executive Director)*

Executive Director

Ramon G. Torralba

Non-Executive Directors

May (Michelle) W. M. Chan
Roberto N. Huang
Fumiaki Ozawa
Kenji Uchiyama
Tomoki Yamauchi

Independent Non-Executive Directors

Alonzo Q. Ancheta
David K.P. Li, GBM, JP
Reynato S. Puno
Carmelo L. Santiago*
Sum Li, Alternate to David K. P. Li, GBM, JP

董事會

主席

蔡啓文（*非執行董事*）

副主席

凱顧思（*非執行董事*）

執行董事

杜華博

非執行董事

陳雲美
黃思民
小澤史晃
內山建二
山內智樹

獨立非執行董事

Alonzo Q. Ancheta
李國寶 GBM, JP
Reynato S. Puno
施雅高 *
李深，李國寶 GBM, JP 之替任董事

AUDIT COMMITTEE

David K.P. Li, GBM, JP, *Chairman*
Alonzo Q. Ancheta
Carmelo L. Santiago*

審核委員會

李國寶 GBM, JP，*主席*
Alonzo Q. Ancheta
施雅高 *

REMUNERATION COMMITTEE

Reynato S. Puno, *Chairman*
Carlos Antonio M. Berba
Roberto N. Huang
David K.P. Li, GBM, JP
Carmelo L. Santiago*

薪酬委員會

Reynato S. Puno，*主席*
凱顧思
黃思民
李國寶 GBM, JP
施雅高 *

NOMINATION COMMITTEE

Carmelo L. Santiago*, *Chairman*
Alonzo Q. Ancheta
David K.P. Li, GBM, JP
Reynato S. Puno
Kenji Uchiyama

提名委員會

施雅高 *，*主席*
Alonzo Q. Ancheta
李國寶 GBM, JP
Reynato S. Puno
內山建二

COMPANY SECRETARY

John K.L. Cheung

公司秘書

張嘉麟

CORPORATE INFORMATION 公司資料

AUDITORS

KPMG
Public interest Entity Auditor registered in accordance with the Financial Reporting Council Ordinance

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

核數師

畢馬威會計師事務所
於《財務匯報局條例》下
的註冊公眾利益實體核數師

執業會計師
香港
中環
遮打道十號
太子大廈八樓

SOLICITORS

Gallant, Solicitors & Notaries,
5th Floor, Jardine House,
1 Connaught Place,
Hong Kong

律師

何耀棣律師事務所
香港
中環
康樂廣場一號
怡和大廈五樓

REGISTERED OFFICE

9th Floor
Citimark Building
28 Yuen Shun Circuit
Siu Lek Yuen
Shatin, New Territories
Hong Kong

註冊辦事處

香港
新界
沙田
小瀝源
源順圍二十八號
都會廣場九樓

SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
Shops 1712-1716, 17th Floor
Hopewell Centre
183 Queen's Road East
Wanchai, Hong Kong

股份過戶登記處

香港中央證券登記有限公司
香港灣仔
皇后大道東一八三號
合和中心
十七樓一七一二至一七一六號舖

PRINCIPAL BANKERS

Agricultural Bank of China Limited
Australia and New Zealand Banking Group Limited
Bank of China (Hong Kong) Limited
Bank of China Limited
China Construction Bank (Asia) Corporation Limited
Guangdong Shunde Rural Commercial Bank Company Limited
The Bank of East Asia (China) Limited
The Bank of East Asia, Limited
The Hongkong and Shanghai Banking Corporation Limited
O-Bank Co,, Ltd.

* Please refer to the announcement of the Company dated 10 August 2021 on the passing of Mr. Carmelo L, Santiago.

主要往來銀行

中國農業銀行股份有限公司
澳新銀行集團有限公司
中國銀行（香港）有限公司
中國銀行有限公司
中國建設銀行（亞洲）股份有限公司
廣東順德農村商業銀行股份有限公司
東亞銀行（中國）有限公司
東亞銀行有限公司
香港上海滙豐銀行有限公司
王道商業銀行股份有限公司

* 請參閱本公司日期為二零二一年八月十日關於施雅高先生逝世的公佈。

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In this report, all monetary values are expressed in Hong Kong dollars unless stated otherwise.

本報告內所有幣值，除另有註明外，均以港幣計算。

CHAIRMAN'S STATEMENT 主席報告

To Our Shareholders,

致各股東：

Financial Results

San Miguel Brewery Hong Kong Limited and its subsidiaries (the "Group") registered a consolidated profit of HK$1.4 million in the first semester of 2021, compared to the consolidated profit of HK$0.6 million in 2020. As a result, net profit attributable to equity shareholders for 2021 was HK$1.1 million, compared to HK$2.8 million the previous year.

The Group's consolidated revenue was HK$266.4 million, 9.1% more than the same period in 2020. Gross profit reached HK$110.0 million, a 6.2% increase versus 2020, with a gross profit margin of 41.3%.

As of 30 June 2021, cash and cash equivalents and bank deposits amounted to HK$148.6 million (HK$156.1 million as of 31 December 2020).

Loans as of 30 June 2021 totaled HK$67.6 million (HK$92.9 million as of 31 December 2020). Total net assets stood at HK$545.2 million (HK$543.0 million as of 31 December 2020), with a loan-to-equity ratio of 0.12 (31 December 2020: 0.17).

財務業績

香港生力啤酒廠有限公司及其附屬公司(「本集團」)於二零二一年上半年錄得之綜合盈利為140萬港元，對比二零二零年的綜合盈利為60萬港元。因此，二零二一年本公司權益持有人應佔盈利為110萬港元，對比去年的盈利為280萬港元。

本集團之綜合收入為2.66億港元，較二零二零年同期高9.1%。毛利達1.1億港元，較去年高6.2%，而毛利率為41.3%。

截至二零二一年六月三十日，現金及等同現金項目和銀行存款總計為1.49億港元(二零二零年十二月三十一日：1.56億港元)。

二零二一年六月三十日之總貸款總額為6,760萬港元(二零二零年十二月三十一日：9,290萬港元)。總資產淨值維持5.45億港元(二零二零年十二月三十一日：5.43億港元)，而貸款比率為0.12(二零二零年十二月三十一日：0.17)。

Dividends

The Board resolved that no dividends will be declared for the six months ended 30 June 2021.

股息

董事會議決不派發截至二零二一年六月三十日止六個月之股息。

Business Review

Hong Kong Operations

Hong Kong has slowly emerged from its worst recession on record, brought about by the Covid-19 pandemic and social unrest. The economy's return to growth in the first six months of the year was led by a resilient financial services industry, buoyant property prices, and resurgent trade. However, tourism, retail sales, and services segment — the largest job providers for the city's working-class — continued to be affected by the pandemic.

On-premise channels remained significantly affected by pandemic restrictions, with beer volumes declining 60% compared to the same period in 2020. The Covid-19 surge that happened in the first half of 2021 was worse than last year. This led to the contraction of the total Hong Kong beer industry by 10% during this period. Our local volumes managed to outperform the industry and was only 3% behind our results in the same period in 2020. Combined with volume gains in Macau and an increase in exports, the Company achieved a 3% improvement in total sales volume in the first six months of the year.

Our Hong Kong operations posted a loss due to a volume shift from higher priced, on-premise consumption to off-premise channels, as a result of longer period of on-premise outlet closures and more stringent restrictions due to rising covid cases. The notable increase in the cost of aluminum and diesel fuel also affected operations. In addition, the Hong Kong SAR Government has already stopped the Employment Support Scheme (ESS) that was given to companies from June to November of last year.

The Company was quick to adapt to the shift from on-premise to off-premise consumption, as local demand weakened and consumer behavior adapted to pandemic-related restrictions.

With off-premise consumption accounting for 90% of the total market, we shifted advertising and promotion resources to growing channels, improving our brands' position. We also continued to develop our presence in online selling platforms. This resulted to double-digit growth from online sales in the first half of the year. The Company made every effort to ensure that our brands remained among the most preferred by customers whether they were buying online or on-site.

While it was the mainstream beer segment that suffered the most from the market contraction, our San Miguel brands in the local market managed to achieve roughly the same volumes as the same period last year.

業務回顧

香港業務

香港已慢慢走出由2019冠狀病毒病和社會動盪引致有記錄以來最差的經濟衰退。隨著金融服務業復蘇、物業價格上漲及貿易回升，香港經濟在今年首六個月恢復增長。然而，為勞工階層提供最多就業的旅遊業、零售業和服務性行業，繼續受到疫情影響。

現飲場所顯著受到防疫限制措施影響，其啤酒銷量較二零二零年同期低60%。在二零二一年上半年，2019冠狀病毒病的個案上升比去年多，這導致香港整體啤酒業在這段期間收縮了10%。但我們在香港本地銷量表現仍跑贏行業，僅比二零二零年同期低3%。當綜合澳門和出口業務的增長，本公司在今年首六個月的總銷量錄得3%增長。

我們香港業務出現虧損，原因是銷量從較高價格的現飲消費轉向非現飲消費，這是由於2019冠狀病毒病個案增加而導致現飲場所更長時間關閉以及實施更嚴格的防疫限制。鋁和柴油顯著的成本上漲也影響了業務盈利。再者，香港特區政府已停止「保就業」計劃（ESS），這個計劃是政府去年六月到十一月份向公司提供的資助補貼。

面對本地需求減弱，消費者因疫情限制而轉變的消費行為，本公司也能迅速反應並應對這種更趨向非現飲消費模式。

非現飲消費佔整個市場的90%，我們轉投廣告和宣傳資源在增長的渠道上，加強品牌位置。我們也繼續發展在網上平台的業務，這為網購銷售在首半年帶來雙位數字的增長。本公司盡一切努力確保無論是在線上或線下購買，我們的品牌均是消費者的首選。

主流啤酒在整個啤酒業收縮中的影響最大，而生力啤酒品牌得以在本地維持跟去年同期相約的水平。

The Company launched our new wheat beer offering, San Miguel Cerveza Blanca late last year, eliciting positive trade and consumer feedback since its roll out. This year, the widely-accepted brand benefited from a series of out-of-home and online advertising, point-of-sale merchandising, and product trial events, resulting in favorable performance for the brand in the first semester of the year.

去年年底，本公司推出了全新的小麥啤酒 – 生力白啤。自推出後，生力白啤一致獲得客戶和消費者的好評。今年，這被大眾接受的品牌繼續透過一系列戶外廣告、網上廣告、銷售點陳列及產品試飲進行推廣，帶來了今年上半年理想的表現。

San Miguel Pale Pilsen, San Mig Light, San Miguel Cerveza Negra, as well as the recently-introduced San Miguel Cerveza Blanca, successfully launched an off-premise-wide promotion 生力神級幸運賞 from May to June, supported by tactical TV and online advertising, a public relations campaign, and in-store merchandising. To further capitalize on the shift to home consumption, a series of supplementary premium redemption promotions in convenience stores and provision stores were also implemented in the first half of the year.

生力啤酒、生力清啤、生力黑啤以及最近推出的生力白啤於五月至六月期間成功推出針對非現飲渠道的「生力神級幸運賞」的大型推廣活動，並同時有策略性電視廣告和網上廣告，公關宣傳活動和銷售點宣傳陳列支持。為進一步抓緊在家消費轉變的機遇，我們在上半年相繼在便利店和士多辦館推出一系列附加的禮品換購活動。

Meanwhile, though also affected by the market contraction, the premium segment registered the lowest rate of decline for the period. The Company's broad portfolio of premium, specialty, and craft beers, managed a marginal 2% volume increase, mainly due to higher sales of Kirin beer brands, which we distribute exclusively within Hong Kong and Macau.

縱使受到整體啤酒市場收縮影響，高檔啤酒的跌幅是同期最少的。本公司整體的高檔、特色及手工啤酒的產品組合稍微獲得2%的增長，主要是受惠於在香港和澳門獨家分銷代理的麒麟啤酒品牌的銷量增長。

Our Blue Ice brand continued to compete in the lower-priced segment, supported by celebrity endorsement and retail chain promotions.

透過名星代言、連鎖超市及便利店的推廣活動支持下，藍冰啤酒品牌繼續在低價啤酒市場中競爭。

South China Operations

Despite the resurgence of Covid-19 in Guangdong and the restrictions imposed by the government, the first half of 2021 saw China recover from the economic slump that started in early 2020, due to the wide-ranging impacts of the Covid-19 pandemic. Likewise, our South China operations made a significant recovery until May of 2021 as restrictions were gradually lifted and favorable operating conditions returned. However, our June results were similarly affected by the Covid-19 restrictions due to a spike in cases during the month. Nevertheless, our year-to-date operating profit was still a significant improvement versus last year. Early last year, during the lockdown that was imposed in South China, our brewery in Foshan, along with other factories and shipping ports, were mandated to shut down temporarily. This year, our South China operation was able to benefit from higher export volumes and further cost improvements, which contributed to a strong profit turnaround.

With the expiration of the business term of Guangzhou San Miguel Brewery Company Limited ("GSMB"), GSMB ceased operations on 30 November 2020. Consequently, this was followed by the withdrawal of our previous partner's brand, Guang's, from the Company's portfolio, which resulted to a 7% decline in total South China domestic volumes. Without the impact of Guang's withdrawal, the domestic volume increased by 9%, but had minimal profit impact due to the brand's low margins.

The principal activity of GSMB was the distribution of bottled, canned, and draught beer in the South China market. Following the cessation of its operations, the Company was able to achieve a smooth transition of its sales and marketing operations to San Miguel (Guangdong) Brewery Limited ("SMGB"). SMGB maintained GSMB's previous sales network and even recruited new dealers in the first six months of the year.

To further increase visibility for San Miguel Pale Pilsen, we launched a merchandising drive covering 500 outlets, using a new Chinese New Year POSM design. The Company also rolled out a lucky draw consumer promotion for all San Miguel brands in all channels and regions beginning June to further drive consumption.

華南業務

儘管2019冠狀病毒病在廣東再次爆發及政府再施加限制，中國在二零二一年上半年已從二零二零年年初由2019冠狀病毒廣泛影響而帶來的經濟衰退中復原。同樣地，隨著防疫措施限制逐步解除和營商環境改善，我們的華南業務直至二零二一年五月份都有顯著的增長。然而，由於六月病例激增，我們六月份的表現也同樣受到2019冠狀病毒病的限制措施而影響。儘管如此，我們至今的營業利潤與去年相比仍有顯著的改善。去年年初，華南遭受全國封鎖措施影響，而我們在佛山的啤酒廠，連同其他工廠和航運港口均被要求暫時關閉。然而，今年我們的華南業務受惠於出口量增長和生產成本進一步改善，大大由虧轉盈。

隨著廣州生力啤酒有限公司(「廣州生力」)的營業期限屆滿，廣州生力於二零二零年十一月三十日正式結束業務。因此，隨著之前合作夥伴的品牌 — 廣氏 — 從本公司的產品組合中撤出，這導致華南國內總銷量下降了7%。如剔除廣氏品牌的影響，國內銷量有9%的增長，但由於品牌利潤率低，對利潤影響輕微。

廣州生力的主要業務是負責華南市場分銷瓶裝、罐裝和生啤酒。隨著廣州生力結束業務，本公司透過生力(廣東)啤酒有限公司(生力廣東)順利完成銷售和市務團隊的交接。生力廣東不僅維持了廣州生力原有的銷售網絡，還在今年首六個月增加了新的經銷商。

為進一步提高生力啤酒的曝光率，我們以一個全新農曆新年主題的設計，在五百個銷售點進行陳列擺設。本公司也從六月起於全渠道、全地域推出生力全品牌的大型抽獎推廣活動，進一步刺激消費。

Outlook

The Covid-19 pandemic will continue to have a socio-economic impact across the world. These impacts will be uneven, as the rollout of vaccination, as well as the lifting of restrictions, will vary per city and country. HK will similarly continue to have lingering uncertainties, with occasional surges in Covid-19 cases, similar to other countries. We will continue to closely monitor and adapt to changing conditions and ensure that we adopt the appropriate strategies and programs to get ahead of the competition and accelerate volume recovery.

We thank our employees for their hard work and perseverance, and members of our Board for their guidance. Most of all, we thank all our consumers, customers, and business partners for their continued support, patronage, and trust.



Ramon S. Ang
Chairman

26 July 2021

展望

2019冠狀病毒病將繼續對世界各地的社會經濟造成影響。其影響會因應每個城市、國家的疫苗接種率、限制解封的時間不同而出現差異。香港同樣繼續面對不確定性，跟其他國家一樣，2019冠狀病毒病個案偶爾會激增。我們將繼續密切關注和適應不斷變化的情況，並確保我們能採取合適的策略和計劃，以在競爭中領先並加速銷量恢復。

我們對僱員的辛勤及堅持不懈，以及董事會的領導致以衷心感謝。最重要是，我們感謝所有消費者、客戶以及業務夥伴一直以來對我們的支持、惠顧及信任。



主席
蔡啓文

二零二一年七月二十六日

Interim Dividend

The Board has resolved that no interim dividends be declared for 2021 (six months ended 30 June 2020: nil).

中期股息

董事會議決不派發二零二一年度中期股息（截至二零二零年六月三十日止六個月：無）。

Interim Results

The interim results for the six months ended 30 June 2021 have not been audited, but were reviewed by the Company's Audit Committee on 26 July 2021.

中期業績

截至二零二一年六月三十日止六個月之中期業績並未經審核，惟已於二零二一年七月二十六日獲本公司之審核委員會審閱。

Directors' Interests

The directors of the Company as of 30 June 2021 had the following interests in the issued shares of the Company, its holding companies, subsidiaries and other associated corporations (within the meaning of the Securities and Futures Ordinance ("SFO")) at that date as recorded in the register of directors' interests required to be kept under Section 352 of the SFO:

董事之權益

按《證券及期貨條例》第352條規定備存之董事權益登記冊記錄所載，於二零二一年六月三十日之本公司董事於當日持有本公司、其控股公司、附屬公司及其他聯繫公司（定義見《證券及期貨條例》）已發行股本之實際權益如下：

Interests in issued shares

已發行股本之權益

Name	姓名	Number of ordinary shares in the Company 本公司之普通股之股份數目 Number of shares held 持股數目	% of total issued shares 佔已發行股份總數之百分比
David K. P. Li	李國寶	12,000,000	3.21%

Directors' Interests (Continued)

董事之權益（續）

Interests in issued shares (Continued)

已發行股本之權益（續）

Name	姓名	Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Direct ownership 直接持有	Indirect ownership 間接持有	Number of shares in Top Frontier Investment Holdings, Inc. Top Frontier Investment Holdings, Inc. 之股份數目 Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通股	1.00	75,887	86,658,351	86,734,238	25.907003%
Carlos Antonio M. Berba	凱顧思	Common 普通股	1.00	364	—	364	0.000109%
Roberto N. Huang	黃思民	Common 普通股	1.00	3,039	—	3,039	0.000908%
Reynato S. Puno	Reynato S. Puno	Common 普通股	1.00	500	—	500	0.000149%
Carmelo L. Santiago	施雅高	Common 普通股	1.00	500	—	500	0.000149%

Name	姓名	Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Direct ownership 直接持有	Indirect ownership 間接持有	Number of shares In San Miguel Corporation 生力總公司之股份數目 Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通股	5.00	1,345,429	373,623,796	374,969,225	9.917998%
Carlos Antonio M. Berba	凱顧思	Common 普通股	5.00	2,600	—	2,600	0.000069%
Roberto N. Huang	黃思民	Common 普通股	5.00	42,397	—	42,397	0.001121%
Reynato S. Puno	Reynato S. Puno	Common 普通股	5.00	5,000	—	5,000	0.000132%
Carmelo L. Santiago	施雅高	Common 普通股	5.00	5,000	—	5,000	0.000132%

Directors' Interests (Continued)

董事之權益（續）

Interests in issued shares (Continued)

已發行股本之權益（續）

Name	姓名	Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Direct ownership 直接持有	Indirect ownership 間接持有	Number of shares in San Miguel Food and Beverage, Inc. San Miguel Food and Beverage, Inc. 之股份數目 Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通股	1.00	10	—	10	0.000000%
Roberto N. Huang	黃思民	Common 普通股	1.00	10	—	10	0.000000%
Carmelo L. Santiago	施雅高	Common 普通股	1.00	10	—	10	0.000000%

Note:

Other than the common shares in San Miguel Food and Beverage, Inc. ("SMFB") which were held by Mr. Camelo L. Santiago as personal interest, all shares in SMFB were held by the Directors as corporate interests.

附註：

除施雅高先生於San Miguel Food and Beverage, Inc.（「SMFB」）所持有之普通股為個人權益外，由董事持有之所有SMFB之股份均為公司權益。

Name	姓名	Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Direct ownership 直接持有	Indirect ownership 間接持有	Number of shares in San Miguel Brewery Inc. 生力啤酒廠公司之股份數目 Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通股	1.00	5,000	—	5,000	0.000033%
Carlos Antonio M. Berba	凱顧思	Common 普通股	1.00	5,000	—	5,000	0.000033%
Alonzo Q. Ancheta	Alonzo Q. Ancheta	Common 普通股	1.00	10,000	—	10,000	0.000065%
Roberto N. Huang	黃思民	Common 普通股	1.00	5,000	—	5,000	0.000033%
Carmelo L. Santiago	施雅高	Common 普通股	1.00	5,000	—	5,000	0.000033%
Kenji Uchiyama	內山建二	Common 普通股	1.00	5,000	—	5,000	0.000033%
Tomoki Yamauchi	山內智樹	Common 普通股	1.00	5,000	—	5,000	0.000033%

Note:

Other than the common shares in San Miguel Brewery Inc. ("SMB") which were held by Mr. Alonzo Q. Ancheta and Mr. Carmelo L. Santiago as personal interest, all common shares in SMB were held by Directors as corporate interests.

附註：

除Alonzo Q. Ancheta先生及施雅高先生於生力啤酒廠公司（「生力啤酒廠」）所持有作為個人權益之普通股外，由董事持有之所有生力啤酒廠之普通股均為公司權益。

Directors' Interests (Continued)

Interests in issued shares (Continued)

As of 30 June 2021, save as disclosed above, the directors do not have any other interests in shares or underlying shares of the Company, its holding companies, subsidiaries and other associated corporations within the meaning of Part XV of the SFO.

All interests in the issued shares of the Company, its holding companies, subsidiaries and other associated corporations are long positions.

Apart from the foregoing, none of the directors of the Company or any of their spouses or children under eighteen years of age has interests or short positions in the shares, underlying shares or debentures of the Company or any of its holding companies, subsidiaries or other associated corporations, as recorded in the register required to be kept under section 352 of the SFO or as otherwise notified to the Company pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers as adopted by the Company.

董事之權益（續）

已發行股本之權益（續）

截至二零二一年六月三十日，除上述所披露外，各董事並無擁有按《證券及期貨條例》第XV部所指的本公司、其控股公司、附屬公司及其他聯繫公司之任何其他股份權益或相關股份之權益。

本公司、其控股公司、附屬公司及其他聯繫公司之所有股份權益均屬好倉。

根據本公司按《證券及期貨條例》第352條而保存之登記冊，或根據上市公司董事進行證券交易的標準守則所知會本公司之記錄，除上文所提及外，各董事，其配偶或其18歲以下之子女均無擁有本公司或其任何控股公司、附屬公司或其他聯繫公司之股份、相關股份或債權證之權益或淡倉。

Substantial shareholders' interests in shares and underlying shares

The Company has been notified of the following interests in the Company's issued shares at 30 June 2021 amounting to 5% or more of the ordinary shares in issue:

主要股東於股份及相關股份之權益

於二零二一年六月三十日，本公司獲悉下列佔本公司已發行普通股之5%或以上的本公司已發行股份權益：

		Ordinary shares 普通股股份	
Substantial shareholders	主要股東	Number of ordinary shares held 所持普通股數目	% of total issued shares 佔已發行股份總數之百份比
Iñigo Zobel (note 1)	Iñigo Zobel (附註1)	245,720,800	65.78%
Top Frontier Investment Holdings, Inc. (note 1)	Top Frontier Investment Holdings, Inc.（附註1）	245,720,800	65.78%
San Miguel Corporation (note 1)	生力總公司（附註1）	245,720,800	65.78%
Kirin Holdings Company, Limited (note 1)	麒麟控股株式會社（附註1）	245,720,800	65.78%
San Miguel Food and Beverage, Inc. (note 1)	San Miguel Food and Beverage, Inc. (附註1)	245,720,800	65.78%
San Miguel Brewery Inc. (note 1)	生力啤酒廠公司（附註1）	245,720,800	65.78%
San Miguel Brewing International Limited (note 1)	生力啤酒國際有限公司（附註1）	245,720,800	65.78%
Neptunia Corporation Limited (note 1)	立端利有限公司（附註1）	245,720,800	65.78%
Cheung Kong (Holdings) Limited (note 2)	長江企業控股有限公司（附註2）	23,703,000	6.34%
CK Hutchison Holdings Limited (note 2)	長江和記實業有限公司（附註2）	23,703,000	6.34%

Notes:

(1) Inigo Zobel, Top Frontier Investment Holdings, Inc. ("Top Frontier"), the ultimate holding company, San Miguel Corporation ("SMC"), SMFB, Kirin Holdings Company, Limited ("Kirin") (a principal shareholder of SMB), SMB, and San Miguel Brewing International Limited ("SMBIL") are all deemed to hold the above disclosed interest indirectly through Neptunia Corporation Limited ("Neptunia") in the Company because each of Inigo Zobel, Top Frontier, SMC, SMFB and Kirin holds more than one third of the voting power of SMB. SMB has a controlling interest in SMBIL and SMBIL has a controlling interest in Neptunia.

(2) Conroy Assets Limited, which holds 13,624,600 shares of the Company, and Hamstar Profits Limited, which holds 10,078,400 shares of the Company, are indirect wholly owned subsidiaries of Cheung Kong (Holdings) Limited ("CKH") and CK Hutchison Holdings Limited ("CK Hutchison").

By virtue of the SFO, CKH and CK Hutchison are deemed to be interested in the shares of the Company held by Conroy Assets Limited and Hamstar Profits Limited.

All the above interests in the shares and underlying shares of the Company are long positions.

Apart from the foregoing, no other interests required to be recorded in the register kept under Section 336 of the SFO have been notified to the Company.

附註：

(1) 由於Iñigo Zobel、Top Frontier Investment Holdings, Inc.（「Top Frontier」），為最終控股公司、生力總公司、SMFB及麒麟控股株式會社（「麒麟」）（為生力啤酒廠之主要股東）各自持有生力啤酒廠三分之一以上之投票權，生力啤酒廠持有生力啤酒國際有限公司（「生力啤酒國際」）之控股權益及生力啤酒國際持有立端利有限公司（「立端利」）之控股權益，故此Iñigo Zobel、Top Frontier、生力總公司、SMFB、麒麟、生力啤酒廠及生力啤酒國際均被視為間接透過立端利持有上述所披露於本公司之權益。

(2) Conroy Assets Limited 持有本公司13,624,600 股股份及Hamstar Profits Limited 持有本公司10,078,400股股份，彼等為長江企業控股有限公司（「長江企業控股」）及長江和記實業有限公司（「長和」）之間接全權擁有附屬公司。

根據《證券及期貨條例》，長江企業控股及長和均被視為擁有由Conroy Assets Limited 及Hamstar Profits Limited 持有之本公司股份之權益。

上述所有本公司之股份權益均為好倉。

除上述外，並無其他權益須按《證券及期貨條例》第336 條規定備存之登記冊通知本公司。

Purchase, Sale or Redemption of the Company's Listed Securities

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities during the six months ended 30 June 2021.

買賣或贖回本公司之上市證券

截至二零二一年六月三十日止之六個月內，本公司或其任何附屬公司概無購回、出售或贖回任何上市證券。

Corporate Governance

The Company has applied the principles set out in the Governance Code and Corporate Governance Report (the "CG Code") as contained in Appendix 14 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules") during the six months ended 30 June 2021, save for the deviation discussed below:

— All of the non-executive directors are not appointed for a specific term (CG Code provision A.4.1) but are subject to retirement by rotation once every three years and reelection at the annual general meeting under the Company's Articles of Association

— The Company will be scheduling board meetings for the rest of the year in respect of CG Code provisions A.1.1. and A.2.7.

The Company has adopted a code of conduct for securities transactions and dealings (the "Code of Conduct") based on the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix 10 of the Listing Rules (the "Model Code"). The terms of the Code of Conduct are no less exacting than the standards in the Model Code, and the Code of Conduct applies to all the relevant persons as defined in the Code, including the directors of the Company, any employee of the Company, or a director or employee of a subsidiary or holding company of the Company who, because of such office or employment, are likely to be in possession of unpublished price sensitive information in relation to the Company or its securities.

There was no non-compliance by the directors with the required standards set out in the Code of Conduct during the six months ended 30 June 2021.

企業管治

截至二零二一年六月三十日止六個月內，本公司一直採用載於香港聯合交易所有限公司證券上市規則（「上市規則」）附錄十四的《企業管治守則》及《企業管治報告》條文（「企業管治守則條文」），惟下文所述的偏離行為除外：

— 根據本公司章程，所有非執行董事每三年須在股東周年大會輪值退任及接受重新選舉，故並無特定任期（企業管治守則條文A.4.1項）。

— 本公司將在本年度內根據企業管治守則條文A.1.1項及A.2.7項安排董事會會議。

本公司已根據上市規則附錄十所載的《上市公司董事進行證券交易的標準守則》（「標準守則」）採納有關證券交易及買賣的守則（「操守守則」）。操守守則條款比標準守則所訂標準更高，而操守守則亦適用於該守則所界定的所有有關人士，包括本公司董事、本公司任何僱員、或本公司的附屬公司或控股公司的董事或僱員，而彼等因有關職位或受僱工作而可能擁有關於本公司或其證券的未公佈股價敏感資料。

於截至二零二一年六月三十日止六個月內，並沒有董事就操守守則所訂的標準有違規的情況。

Audit Committee

As of the date of this report, the audit committee comprised three independent non-executive directors: Mr. Alonzo Q. Ancheta, Mr. Carmelo L. Santiago and Dr. the Hon. Sir David K. P. Li, who acts as chairman of the committee.

Under its terms of reference, the audit committee shall assist the board in fulfilling its corporate governance and oversight responsibilities in relation to financial reporting system, risk management and internal control systems, and internal and external audit functions. The audit committee is further authorised by the board to investigate any activity within its terms of reference, and is tasked with recommending to the board appropriate actions emanating from such investigations. The audit committee has unrestricted access to personnel, records, internal and external auditors, risk assessment and assurance and senior management, as may be appropriate in the discharge of its functions. The audit committee may also obtain external legal or other independent professional advice and secure the attendance of outsiders with relevant experience and expertise if it considers necessary in the performance of its functions.

The audit committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, info.sanmiguel.com.hk.

審核委員會

截至此報告日期，審核委員會成員由三位獨立非執行董事組成：Alonzo Q. Ancheta 先生、施雅高先生及審核委員會主席李國寶爵士。

根據其職權範圍，審核委員會協助董事會履行其有關財務匯報制度、風險管理及內部監控制度，以及內部及外聘審核功能的企業管治及監察責任。審核委員會亦獲董事會授權調查其職權範圍內的任何活動，並須根據有關調查向董事會建議合適的行動。審核委員會在履行其職能時可無限制地接觸合適人士、紀錄、內部及外聘核數師、風險評估和承諾及高級管理人員。若審核委員會認為在履行其職能時有需要，可徵詢外部法律或其他獨立專業意見，及邀請具有相關經驗及專業知識的外部人士出席。

本公司任何股東均可要求查閱審核委員會的職權範圍，而職權範圍亦登載於本公司的網站上，網址為*info.sanmiguel.com.hk*。

Remuneration Committee

As of the date of this report, the remuneration committee comprised three independent non-executive directors, namely, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago, and two nonexecutive directors, namely, Mr. Carlos Antonio M. Berba and Roberto N. Huang. The remuneration committee is chaired by an independent nonexecutive director, Mr. Reynato S. Puno.

The primary role of the remuneration committee under its terms of reference is to support and advise the board in fulfilling the board's responsibility to the shareholders of the Company to:

(1) establish coherent remuneration policies and practices that will be observed and enable the Company to attract and retain top calibre executives and directors;

(2) fairly and responsibly reward executives based on their performance and the performance of the Company, and the general pay environment; and

薪酬委員會

截至此報告日期，薪酬委員會成員包括三位獨立非執行董事，(即：李國寶爵士、Reynato S. Puno 先生及施雅高先生) 及兩位非執行董事，(即：凱顧思先生及黃思民先生)。薪酬委員會由一位獨立非執行董事Reynato S. Puno 先生擔任主席。

薪酬委員會根據其職權範圍主要為支援及建議董事會履行對本公司股東有關如下責任：

(1) 制定使本公司能吸引及挽留優秀行政人員及董事一致的薪酬政策及常規；

(2) 根據行政人員的表現及本公司的業績，以及宏觀支薪環境，公平及盡責地酬賞行政人員；及

Remuneration Committee (Continued)

(3) comply with the CG Code provisions on remuneration of directors.

The remuneration committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, *info.sanmiguel.com.hk*.

薪酬委員會（續）

(3) 符合有關董事酬金企業管治守則條文的責任。

本公司任何股東均可要求查閱薪酬委員會的職權範圍，而職權範圍亦登載於本公司的網站上，網址為*info.sanmiguel.com.hk*。

Nomination Committee

As of the date of this report, the nomination committee comprised four independent non-executive directors, namely, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago, and one non-executive director, namely, Mr. Kenji Uchiyama. The nomination committee is chaired by an independent non-executive director, Mr. Carmelo L. Santiago.

The primary purpose of the committee is to support and advise the board in fulfilling their responsibilities to shareholders in ensuring that the board comprises individuals who are best able to discharge the responsibilities of directors having regard to the law and the highest standards of governance by:

(1) assessing the skills required on the board;

(2) from time to time assessing the extent to which the required skills are represented on the board;

(3) establishing the process for the review of the performance of individual directors and the board as a whole;

(4) establishing the process for the identification of suitable candidates for appointment to the board; and

(5) having oversight of matters relating to corporate governance by bringing any issues to the attention of the board.

The nomination committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, *info.sanmiguel.com.hk*.

提名委員會

截至此報告日期，提名委員會成員包括四位獨立非執行董事，（即：Alonzo Q. Ancheta 先生、李國寶爵士、Reynato S. Puno 先生及施雅高先生），及一位非執行董事，（即：內山建二先生）。提名委員會由一位獨立非執行董事施雅高先生擔任主席。

委員會之主要目的乃支持董事會履行彼等對股東之責任並就此向董事會提供意見，通過下列方式確保組成董事會之人士在法例及管治之最高標準之規限下最能夠履行董事之責任：

(1) 評估董事會要求之技能；

(2) 不時評估董事會所需技能所代表之程度；

(3) 就檢討個別董事及董事會整體表現制定程序；

(4) 就物色適合候選人以委任為董事會成員而制定程序；及

(5) 監督有關企業管治之任何事宜產生任何問題引起董事會注意。

本公司任何股東均可要求查閱提名委員會的職權範圍，而職權範圍亦登載於本公司的網站上，網址為*info.sanmiguel.com.hk*。

CONSOLIDATED INCOME STATEMENT — UNAUDITED

綜合收益表 — 未經審核

For the six months ended 30 June 2021 (Expressed in Hong Kong dollars)

截至二零二一年六月三十日止六個月（以港幣計算）

		Note 附註	Six months ended 30 June 截至六月三十日止六個月 2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元
Revenue	**收入**	3	**266,395**	244,142
Cost of sales	銷售成本		**(156,406)**	(140,603)
Gross profit	**毛利**		**109,989**	103,539
Other net income	其他收益淨額		**13,078**	16,581
Selling and distribution expenses	銷售及分銷開支		**(78,778)**	(75,198)
Administrative expenses	行政開支		**(37,267)**	(38,378)
Other operating expenses	其他經營開支		**(4,513)**	(4,530)
Profit from operations	**經營盈利**		**2,509**	2,014
Finance costs	財務費用	4(a)	**(1,090)**	(1,416)
Profit before taxation	**除税前盈利**	4	**1,419**	598
Income tax charge	所得税	5	**—**	—
Profit for the period	**期內盈利**		**1,419**	598
Attributable to:	**應佔如下：**			
Equity shareholders of the Company	本公司權益持有人		**1,142**	2,785
Non-controlling interests	非控股權益		**277**	(2,187)
Profit for the period	**期內盈利**		**1,419**	598
Earnings per share	**每股盈利**			
— Basic (cents)	— 基本（仙）	7(a)	**0.3**	0.8
— Diluted (cents)	— 攤薄（仙）	7(b)	**N/A 不適用**	N/A 不適用

The notes on pages 22 to 32 form part of this interim financial report.

第22至32頁之附註乃本中期財務報表之一部份。

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME — UNAUDITED

綜合全面收益表 — 未經審核

For the six months ended 30 June 2021 (Expressed in Hong Kong dollars)

截至二零二一年六月三十日止六個月（以港幣計算）

		Six months ended 30 June 截至六月三十日止六個月	
		2021 二零二一年	2020 二零二零年
		$'000 千元	$'000 千元
Profit for the period	**期內盈利**	**1,419**	598
Other comprehensive income for the period (after tax):	**期內其他全面收益（除税後）：**		
Items that may be reclassified subsequently to profit or loss:	將來或會重新列入損益的項目：		
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	因換算海外附屬公司財務報表及因換算組成集團於附屬公司之投資的貨幣項目所產生之匯兑差額	**734**	(1,108)
Total comprehensive income for the period	**期內全面收益總額**	**2,153**	(510)
Attributable to:	**應佔如下：**		
Equity shareholders of the Company	本公司權益持有人	**2,245**	1,061
Non-controlling interests	非控股權益	**(92)**	(1,571)
Total comprehensive income for the period	**期內全面收益總額額**	**2,153**	(510)

The notes on pages 22 to 32 form part of this interim financial report.

第22至32頁之附註乃本中期財務報表之一部份。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION — UNAUDITED

綜合財務狀況表 — 未經審核

At 30 June 2021 (Expressed in Hong Kong dollars)

於二零二一年六月三十日（以港幣計算）

		Note 附註	At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Non-current assets	**非流動資產**			
— Property, plant and equipment	— 物業、機器及設備	8	**348,521**	348,409
— Investment properties	— 投資物業	8	**114,527**	116,882
			463,048	465,291
Intangible assets	無形資產		**4,771**	4,771
			467,819	470,062
Current assets	**流動資產**			
Inventories	存貨	9	**56,296**	56,709
Trade and other receivables	應收貿易及其他賬項	10	**30,171**	42,775
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項		**9,851**	16,829
Amount due from a related company	應收關連公司賬項		**902**	1,260
Bank deposit	銀行存款	11	**47,925**	43,770
Cash and cash equivalents	現金及等同現金項目	11	**100,626**	112,339
			245,771	273,682
Current liabilities	**流動負債**			
Trade and other payables	應付貿易及其他賬項	12	**(75,299)**	(83,027)
Loan from related companies	關連公司之貸款		**(54,843)**	(54,731)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項		**(7,645)**	(9,418)
Amounts due to related companies	應付關連公司賬項		**(10,297)**	(12,975)
Lease liabilities	租賃負債		**(389)**	(11)
			(148,473)	(160,162)
Net current asset	**流動資產淨值**		**97,298**	113,520
Total assets less current liabilities	**總資產減流動負債**		**565,117**	583,582
Non-current liabilities	**非流動負債**			
Loan from related companies	關連公司之貸款		**(12,736)**	(38,158)
Retirement benefit liabilities	退休福利負債		**(3,985)**	(2,378)
Lease liabilities	租賃負債		**(3,232)**	(35)
			(19,953)	(40,571)
NET ASSETS	**資產淨值**		**545,164**	543,011
CAPITAL AND RESERVES	**股本及儲備**			
Share capital	股本		**252,524**	252,524
Other reserves	其他儲備		**326,250**	324,005
Total equity attributable to equity shareholders of the Company	**本公司權益持有人應佔權益**		**578,774**	576,529
Non-controlling interests	**非控股權益**		**(33,610)**	(33,518)
TOTAL EQUITY	**權益總值**		**545,164**	543,011

The notes on pages 22 to 32 form part of this interim financial report.

第22至32頁之附註乃本中期財務報表之一部份。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY — UNAUDITED

綜合權益變動表 — 未經審核

For the six months ended 30 June 2021 (Expressed in Hong Kong dollars)

截至二零二一年六月三十日止六個月（以港幣計算）

		Attributable to equity shareholders of the Company 本公司權益持有人應佔部份						
		Share capital 股本 $'000 千元	Capital reserve 資本儲備 $'000 千元	Exchange fluctuation reserve 匯兑波動儲備 $'000 千元	Retained profits 收益儲備 $'000 千元	Sub-total 合計 $'000 千元	Non-controlling interests 非控股權益 $'000 千元	Total equity 權益總額 $'000 千元
Balance at 1 January 2020	**於二零二零年一月一日**	**252,524**	**112,970**	**74,451**	**104,139**	**544,084**	**(28,170)**	**515,914**
Changes in equity for the six months ended 30 June 2020:	**截至二零二零年六月三十日止六個月之權益變動：**							
Profit/(loss) for the period	期內盈利／（虧損）	—	—	—	2,785	2,785	(2,187)	598
Other comprehensive income	其他全面收益	—	—	(1,724)	—	(1,724)	616	(1,108)
Balance at 30 June 2020 and Balance at 1 July 2020	**於二零二零年六月三十日及於二零二零年七月一日結餘**	**252,524**	**112,970**	**72,727**	**106,924**	**545,145**	**(29,741)**	**515,404**
Changes in equity for the six months ended 31 December 2020:	**截至二零二零年十二月三十一日止六個月之權益變動：**							
Profit/(loss) for the period	期內盈利／（虧損）	—	—	—	14,443	14,443	(1,190)	13,253
Other comprehensive income	其他全面收益	—	—	7,898	9,043	16,941	(2,587)	14,354
Balance at 31 December 2020 and Balance at 1 January 2021	**於二零二零年十二月三十一日及於二零二一年一月一日結餘**	**252,524**	**112,970**	**80,625**	**130,410**	**576,529**	**(33,518)**	**543,011**
Changes in equity for the six months ended 30 June 2021:	**截至二零二一年六月三十日止六個月之權益變動：**							
Profit for the period	期內盈利	—	—	—	1,142	1,142	277	1,419
Other comprehensive income	其他全面收益	—	—	1,103	—	1,103	(369)	734
Balance at 30 June 2021	**於二零二一年六月三十日**	**252,524**	**112,970**	**81,728**	**131,552**	**578,774**	**(33,610)**	**545,164**

The notes on pages 22 to 32 form part of this interim financial report.

第22至32頁之附註乃本中期財務報表之一部份。

CONDENSED CONSOLIDATED CASH FLOW STATEMENT — UNAUDITED

簡明綜合現金流量表 — 未經審核

For the six months ended 30 June 2021 (Expressed in Hong Kong dollars)

截至二零二一年六月三十日止六個月（以港幣計算）

		Note 附註	Six months ended 30 June 截至六月三十日止六個月 2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元
Cash generated from operations	**經營業務之現金流入**		**23,716**	8,273
Income tax — Hong Kong Profits Tax paid	**所得稅** — 已付香港利得稅		**—**	(293)
Net cash generated from operating activities	**經營業務之現金流入淨額**		**23,716**	7,980
Net cash (used in)/generated from investing activities	**投資活動之現金（流出）／流入淨額**		**(8,448)**	4,316
Net cash used in financing activities	**融資活動之現金流出淨額**		**(27,505)**	(12,741)
Net decrease in cash and cash equivalents	**現金及等同現金項目之淨額減少**		**(12,237)**	(445)
Cash and cash equivalents at 1 January	**於一月一日之現金及等同現金項目結存**	11	**112,339**	106,732
Effect of foreign exchange rates changes	**匯率變動之影響**		**524**	(755)
Cash and cash equivalents at 30 June	**於六月三十日之現金及等同現金項目結存**	11	**100,626**	105,532

The notes on pages 22 to 32 form part of this interim financial report.

第22至32頁之附註乃本中期財務報表之一部份。

1 Basis of Preparation

The interim financial report has been prepared in accordance with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"), including compliance with Hong Kong Accounting Standard ("HKAS") 34, *Interim financial reporting*, issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). It was authorised for issue on 26 July 2021.

The interim financial report has been prepared in accordance with the same accounting policies adopted in the 2020 annual financial statements, except for the accounting policy changes that are expected to be reflected in the 2021 annual financial statements. Details of these changes in accounting policies are set out in note 2.

The preparation of an interim financial report in conformity with HKAS 34 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses on a year to date basis. Actual results may differ from these estimates.

This interim financial report contains condensed consolidated financial statements and selected explanatory notes. The notes include an explanation of events and transactions that are significant to an understanding of the changes in financial position and performance of the Group since the 2020 annual financial statements. The condensed consolidated interim financial statements and notes thereon do not include all of the information required for full set of financial statements prepared in accordance with Hong Kong Financial Reporting Standards ("HKFRSs").

The interim financial report is unaudited but has been reviewed by the Company's Audit Committee.

The financial information relating to the financial year ended 31 December 2020 that is included in the interim financial report as being previously reported information does not constitute the Company's statutory financial statements for the financial year but is derived from those financial statements. Further information relating to these statutory financial statements disclosed in accordance with section 436 of the Hong Kong Companies Ordinance (Cap. 622) is as follows:

The company has delivered the financial statements for the year ended 31 December 2020 to the Registrar of Companies as required by section 662(3) of, and Part 3 of Schedule 6 to, the Companies Ordinance. The company's auditor has reported on those financial statements. The auditor's report was unqualified; did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying its report; and did not contain a statement under section 406(2), 407(2) or (3) of the Companies Ordinance.

1 編製的準則

本中期財務報告乃根據香港聯合交易所有限公司證券上市規則（「上市規則」）及香港會計師公會所頒佈之香港會計準則第34號「中期財務報告」之適用的規定所編製而成。本中期財務報告於二零二一年七月二十六日獲授權刊發。

編製本中期財務報告所採用之會計政策，與編製二零二零年年度經審核財務報表所採用者一致，惟採納必需於二零二一年年度財務報表內反映之會計政策變動則除外。會計政策變動詳情載於附註2。

按香港會計準則第34號編製的中期報告，管理層須於應用集團會計政策的過程及報告資產及負債、收入及支出之金額時作出判斷、估計及假設，因此實際數字或有不同於有關估計。

本中期財務報告包括簡明綜合財務報表，並以附註就重要的事件及交易作出解釋，以闡明二零二零年年度經審核財務報表以來財務狀況之變動和表現。本簡明綜合中期未經審核財務報表及有關附註並不包括所有須於一份按香港財務報告準則編製的財務報表所要披露的資料。

本中期財務報告未經審核，惟已經本公司之審核委員會審閱。

於本未經審核中期財務報告顯示有關截至二零二零年十二月三十一日止年度之財務資料是節錄自有關年度之財務報表，並不構成公司有關年度之法定財務報表。根據香港公司條例（第622章）第436條披露的該等法定財務報表的進一步資料如下：

本公司已根據公司條例第662(3)條及附表6第3部的規定，向公司註冊處處長交付截至二零二零年十二月三十一日止的年度財務報表。核數師已就該財務報表發表報告，該報告沒有保留的審計意見、沒有提及審計師在不發表保留意見的情況下強調注意的任何事項，亦沒有根據公司條例第406(2)、407(2)或(3)條作出陳述。

2 Changes in Accounting Policies

The HKICPA has issued a number of amendments of HKFRSs that are first effective for the current accounting period of the Group and the Company. Of these, the following development is relevant to the Group's financial statements:

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

None of these developments have had a material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

3 Revenue and Segment Reporting

(a) Revenue

The principal activities of the Group are the manufacture and distribution of bottled, canned and draught beers.

As the Group's revenue is entirely attributable to these activities, no analysis by activity is provided.

Revenue represents the invoiced value of products sold, net of discounts, returns, value added tax and consumption tax.

2 會計政策變動

香港會計師公會已頒佈多項對香港財務報告準則的修定，並於本集團及本公司的今個會計期間首次生效。其中下列會計準則之發展與本集團之財務報表有關：

- 香港財務報告準則第九號、香港會計準則第三十九號、香港財務報告準則第四號及香港財務報告準則第十六號（修訂）「*利率基準改革 — 第二階段*」

採納該等修訂未有對本集團在本期及過往的業績及財務狀況構成重大財務影響。本集團並未採用任何於本期會計期間尚未生效的新準則或詮釋。

3 收入及分部資料呈報

(a) 收入

本集團之主要業務為製造及分銷樽裝、罐裝及桶裝啤酒。

由於本集團全部收入均來自該業務，故並無提供有關業務類別的分析。

收入指所出售產品之發票總值扣除折扣，退回，增值税及商品税。

3 Revenue and Segment Reporting (Continued)

(b) Segment reporting

(i) Segment results, assets and liabilities

Information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance for the periods ended 30 June 2021 and 2020 is set out below:

3 收入及分部資料呈報（續）

(b) 分部資料呈報

(i) 分部業績、資產及負債

截至二零二一年及二零二零年六月三十日止，有關提供予本集團最高層行政管理人員以分配資源及評價分部表現之資料載列如下：

		Six months ended 30 June 截至六月三十日止六個月					
		Hong Kong 香港		Mainland China 中國內地		Total 總數	
		2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元	**2021 二零二一年 $'000 千元**	2020 二零二零年 $'000 千元	**2021 二零二一年 $'000 千元**	2020 二零二零年 $'000 千元
Revenue from external customers	外界客戶收入	**175,987**	177,312	**90,408**	66,830	**266,395**	244,142
Inter-segment revenue	分部間收入	**180**	89	**—**	—	**180**	89
Reportable segment revenue	**須予呈報分部收入**	**176,167**	177,401	**90,408**	66,830	**266,575**	244,231
Reportable segment (loss)/profit from operations (adjusted EBIT)	**須予呈報分部經營（虧損）／盈利（經調整稅前息前（虧損）／盈利）**	**(619)**	3,860	**3,024**	(2,935)	**2,405**	925

		Hong Kong 香港		Mainland China 中國內地		Total 總數	
		At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元	**At 30 June 2021 於二零二一年六月三十日 $'000 千元**	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元	**At 30 June 2021 於二零二一年六月三十日 $'000 千元**	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Reportable segment assets	**須予呈報分部資產**	**969,575**	995,898	**126,112**	129,577	**1,095,687**	1,125,475
Reportable segment liabilities	**須予呈報分部負債**	**120,449**	145,931	**430,074**	436,533	**550,523**	582,464

3 Revenue and Segment Reporting (Continued)

(b) Segment reporting (Continued)

(ii) Reconciliation of reportable segment revenue, profit or loss, assets and liabilities

3 收入及分部資料呈報（續）

(b) 分部資料呈報（續）

(ii) 須予呈報分部收入、損益、資產及負債之對帳

		Six months ended 30 June 截至六月三十日止六個月	
		2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元
Revenue	**收入**		
Reportable segment revenue	須予呈報分部收入	**266,575**	244,231
Elimination of inter-segment revenue	分部之間收入撇銷	**(180)**	(89)
Consolidated revenue	綜合收入	**266,395**	244,142
Profit	**盈利**		
Reportable segment profit from operations	須予呈報分部經營盈利	**2,405**	925
Interest income from bank deposits	銀行存款之利息收入	**653**	857
Gain on disposal of fixed assets	出售非流動資產之淨盈利	**40**	—
Net foreign exchange (losses)/gain	匯兑淨（虧損）／收益	**(639)**	168
Interest expense on loan from related companies	關連公司貸款利息支出	**(1,015)**	(1,343)
Interest expense lease liabilities	租賃負債利息支出	**(25)**	(9)
Consolidated profit before taxation	綜合税前盈利	**1,419**	598

		At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Assets	**資產**		
Reportable segment assets	須予呈報分部資產	**1,095,687**	1,125,475
Elimination of inter-segment receivables	分部之間應收賬項撇銷	**(382,097)**	(381,731)
Consolidated total assets	綜合總資產	**713,590**	743,744
Liabilities	**負債**		
Reportable segment liabilities	須予呈報分部負債	**550,523**	582,464
Elimination of inter-segment payables	分部之間應付賬項撇銷	**(382,097)**	(381,731)
Consolidated total liabilities	綜合總負債	**168,426**	200,733

3 Revenue and Segment Reporting (Continued)

(b) Segment reporting (Continued)

(iii) Geographic information

The following table sets out information about the geographic location of (i) the Group's revenue from external customers and (ii) the Group's fixed assets, intangible assets and other tangible assets ("specified non-current assets"). The geographic location of customers is based on the country of establishment of each customer. The geographic location of the specified non-current assets is based on the physical location of the assets, in the case of fixed assets and other tangible assets and, the location of the operation to which they are allocated, in the case of intangible assets.

3 收入及分部資料呈報（續）

(b) 分部資料呈報（續）

(iii) 地區資料

下表載列有關(i)本集團外界客戶收入及(ii)本集團非流動資產、無形資產及其他有形資產（「指定非流動資產」）之地理位置資料。客戶之地理位置是根據每名客戶成立地點所在國家而定。指定非流動資產之地理位置是根據資產之實際位置（倘屬固定資產及其他有形資產）及獲劃撥有關資產之營運地點（倘屬無形資產）而定。

		Revenue from external customers 外界客戶收入		Specified non-current assets 指定非流動資產	
		Six months ended 30 June 截至六月三十日止六個月		At 30 June	At 31 December
		2021	2020	**2021**	2020
		二零二一年	二零二零年	**於二零二一年六月三十日**	於二零二零年十二月三十一日
		$'000	$'000	**$'000**	$'000
		千元	千元	**千元**	千元
Hong Kong (place of domicile)	香港（成立地點）	**118,983**	123,442	**432,387**	434,622
Mainland China	中國內地	**37,485**	33,994	**35,432**	35,440
Philippines	菲律賓	**105,637**	83,198	**—**	—
Others	其他國家	**4,290**	3,508	**—**	—
		147,412	120,700	**35,432**	35,440
		266,395	244,142	**467,819**	470,062

4 Profit Before Taxation

4 除税前盈利

		Six months ended 30 June 截至六月三十日止六個月	
		2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元
Profit before taxation is arrived at after charging/(crediting):	除税前盈利已扣除／（計入）下列項目：		
(a) Finance costs	**(a) 財務費用**		
Interest expense on loan from related companies wholly repayable within five years	須於五年內全數償還之關連公司貸款利息支出	**1,015**	1,343
Interest expense on lease liabilities	租賃負債利息支出	**25**	9
Bank charges	銀行費用	**50**	64
		1,090	1,416

		Six months ended 30 June 截至六月三十日止六個月	
		2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元
(b) Staff costs	**(b) 員工薪酬**		
Retirement costs	退休金成本	**4,994**	4,466
Salaries, wages and other benefits	薪金、工資及其他福利	**58,235**	59,079
		63,229	63,545
(c) Other items:	**(c) 其他項目：**		
Depreciation	折舊		
— Property, plant and equipment	— 物業、機器及設備	**9,175**	9,027
— Investment properties	— 投資物業	**2,355**	2,372
Cost of inventories	存貨成本	**156,074**	139,305
Provision for impairment losses on trade and other receivables	應收貿易及其他賬項之減值撥備	**161**	157

5 Income Tax

Taxation in the consolidated income statement represents:

5 所得稅

綜合收益表之所得稅指：

		Six months ended 30 June 截至六月三十日止六個	
		2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元
Current tax - Outside Hong Kong — Provision for the period	**本期稅項 — 香港以外** — 期內撥備	**—**	—
Deferred tax — Origination and reversal of temporary differences	**遞延稅項** — 暫時差額之出現及回撥	**—**	—
Income tax charge	所得稅支出	**—**	—

Under the two-tiered profits tax rate regime, the first $2 million of assessable profits of qualifying corporations is taxed at 8.25% and the remaining assessable profits at 16.5%. No provision for Hong Kong Profits Tax for the six months ended 30 June 2021 is made for the Company and other Hong Kong subsidiaries either because the accumulated tax losses brought forward exceed the estimated assessable profits for the period or the entities sustained losses for taxation purposes.

按兩級利得稅稅率制度，符合資格的香港公司的首二百萬港元應課稅利潤應按8.25%的稅率徵稅，其餘應稅利潤按16.5%的稅率徵稅。本公司及其他香港附屬公司由於承前累計稅項虧損超逾本期估計應課稅盈利或錄得稅項虧損，故截至於二零二一年六月三十日止六個月內並無就香港利得稅作出撥備。

The statutory tax rate applicable to the subsidiaries established in the People's Republic of China ("PRC") was 25% (2020: 25%). No provision for current taxation has been made for the subsidiaries established in the PRC because the accumulated taxes losses brought forward exceed the estimated assessable profits for the period or the entities sustained losses for taxation purposes.

於中國成立的附屬公司的法定稅率為25%（二零二零年：25%）。各家於中華人民共和國（「中國」）成立的附屬公司由於其承前累計稅項虧損超逾本年度估計應課稅盈利或錄得稅項虧損，故並無就本期內稅項作出撥備。

6 Dividends

The Board resolved that no dividends will be declared for the six months ended 30 June 2021 (2020: Nil).

6 股息

董事會議決不派發截至二零二一年六月三十日止六個月之股息（二零二零年：無）。

7 Earnings Per Share

(a) Basic earnings per share

The calculation of basic earnings per share is based on the profit attributable to equity shareholders of the Company for the six months ended 30 June 2021 of $1,142,000 (30 June 2020: $2,785,000) and on 373,570,560 ordinary shares (at 30 June 2020: 373,570,560 ordinary shares), being the number of ordinary shares in issue throughout the period.

(b) Diluted earnings per share

The diluted loss per share is not presented as the Company does not have dilutive potential ordinary share for both periods presented.

7 每股盈利

(a) 每股基本盈利

每股基本盈利乃根據本公司權益持有人截至二零二一年六月三十日止六個月應佔盈利共1,142,000元（截至二零二零年六月三十日止六個月：2,785,000元）及本期間內已發行之373,570,560股普通股（於二零二零年六月三十日：373,570,560股普通股）計算。

(b) 攤薄之每股虧損

攤薄之每股虧損並未予列出，因本公司並沒有具攤薄性的潛在普通股存在。

8 Non-current Assets

8 非流動資產

		Property, plant and equipment 物業、機器及設備						
		Ownership interest in land and buildings held for own use 自用而持有的土地及房產 $'000 千元	Machinery, equipment, furniture and fixtures 機器、設備、傢俬及裝備 $'000 千元	Motor vehicles 車輛 $'000 千元	Construction in progress 在建工程 $'000 千元	Sub-total 合計 $'000 千元	Investment properties 投資物業 $'000 千元	Total 總額 $'000 千元
Net book value:	**賬面淨值：**							
At 1 January 2021	於二零二一年一月一日	270,737	72,148	2,084	3,440	348,409	116,882	465,291
Exchange adjustments	匯兌調整	282	139	2	—	423	—	423
Additions	添置	—	7,409	—	2,314	9,723	—	9,723
Disposals	出售	—	(859)	—	—	(859)	—	(859)
Reclassification	重新分類	—	1,388	—	(1,388)	—	—	—
Depreciation/amortisation for the period	期內折舊／攤銷	(5,413)	(3,447)	(315)	—	(9,175)	(2,355)	(11,530)
At 30 June 2021	於二零二一年六月三十日	**265,606**	**76,778**	**1,771**	**4,366**	**348,521**	**114,527**	**463,048**

9 Inventories

9 存貨

		At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Products in hand and in process	現有產品及在製品	**37,082**	32,449
Materials and supplies	物料及供應	**19,214**	24,260
		56,296	56,709

10 Trade and Other Receivables

The ageing of trade receivables (net of loss allowance) as at the end of the reporting period is as follows:

10 應收貿易及其他賬項

應收貿易賬項（扣除損失撥備）於結算日之賬齡如下：

		At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Current	未到期	**21,476**	24,780
Less than 1 month past due	過期日少於一個月	**1,102**	5,253
1 to 3 months past due	過期日為一至三個月	**951**	966
More than 3 months but less than 12 months past due	過期日多於三個月但少於十二個月	**439**	670
More than 12 months past due	過期日多於十二個月	**—**	16
		23,968	31,685

The general credit period is payment by the end of the month following the month in which sales took place. Therefore, all the current balances above are within two months from the invoice date.

一般信貸於銷售月份後的月份完結時到期。因此，上述所有未到期結餘均在發票日期後兩個月內到期。

Management has a credit policy in place and the exposure to this credit risk is monitored on an ongoing basis.

管理層備有信貸政策，並會持續監察該等信貸風險。

The credit terms given to the customers vary and are generally based on the financial strength of the individual customer. In order to effectively manage the credit risks associated with trade debtors, credit evaluations of customers are performed periodically.

信貸乃因應個別客戶之財務狀況而釐定。為有效地管控有關應收貿易賬項之信貸風險，本集團會定期評估顧客之信用狀況。

11 Cash and Cash Equivalents and Bank Deposits

11 現金及等同現金項目及銀行存款

		At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Bank deposits within three months of maturity when placed	存放時到期日為三個月內的銀行存款	**47,216**	65,136
Cash at bank and in hand	銀行結存及現金	**53,410**	47,203
Cash and cash equivalents in the consolidated statement of financial position and condensed consolidated cash flow statement	綜合財務狀況表及綜合現金流量表中的現金及等同現金項目	**100,626**	112,339
Bank deposits with more than three months to maturity when placed	存放時到期日為超過三個月的銀行存款	**47,925**	43,770

12 Trade and Other Payables

The ageing of trade payables as at the end of the reporting period is as follows:

12 應付貿易及其他賬項

應付貿易賬項於結算日之賬齡如下：

		At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Current and less than 1 month past due	未到期及過期日少於一個月	**27,448**	36,966
1 to 3 months past due	過期日為一至三個月	**1,597**	676
More than 3 months but less than 6 months past due	過期日多於三個月但少於六個月	**—**	139
More than 6 months past due	過期日多於六個月	**14**	42
		29,059	37,823

The Group's general payment terms are one to two months from the invoice date. Therefore, the current and less than 1 month past due balances above are mostly within two to three months from the invoice date.

本集團的一般付款條款是於發票日期後一至兩個月內到期。因此，上述未到期及過期日少於一個月的結餘大部份均在發票日後兩至三個月內到期。

13 Capital Commitments

Capital commitments outstanding at 30 June 2021 not provided for in the interim financial report were as follows:

13 資本承擔

於二零二一年六月三十日，未在中期財務報表中撥備之未付資本承擔詳情如下：

		At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Contracted for	已訂約	**7,120**	7,272
Authorised but not contracted for	已批准但未訂約	**20,507**	18,536
		27,627	25,808

14 Material Related Party Transactions

In addition to the transactions and balances disclosed elsewhere in this interim financial report, the Group entered into the following material related party transactions:

Transaction with group companies

14 重大關連人士交易

除本中期財務報表另有披露之交易及結餘外，本集團已訂立以下重大關連人士交易：

集團內主要關連交易

		Note 附註	Amounts 金額 Six months ended 30 June 截至六月三十日止六個月 2021 二零二一年 $'000 千元	2020 二零二零年 $'000 千元	Due from/(to) balances 應收／(付)結存 At 30 June 2021 於二零二一年六月三十日 $'000 千元	At 31 December 2020 於二零二零年十二月三十一日 $'000 千元
Purchases from:	購自	(i)				
— intermediate holding company	— 中介控股公司		**665**	424	**(207)**	—
— fellow subsidiaries	— 同系附屬公司		**2,999**	1,821	**(330)**	(732)
— related companies	— 關連公司		**13,496**	13,412	**(4,249)**	(7,084)
Sales to:	售予	(i)				
— intermediate holding company	— 中介控股公司		**105,638**	83,198	**9,396**	16,723
— fellow subsidiaries	— 同系附屬公司		**—**	222	**—**	—
Royalty payments to:	支付專利權費用予	(ii)				
— intermediate holding company	— 中介控股公司		**322**	413	**(236)**	(17)
— a related company	— 關連公司		**—**	885	**(5,958)**	(5,891)
Sales of raw materials to fellow subsidiary	原料售予同系附屬公司		**—**	10	**—**	—
Interest expense payable to:	利息支出	(iii)				
— an intermediate holding company	— 中介控股公司		**729**	1,343	**(103)**	(142)
— a related company	— 關連公司		**89**	—	**(90)**	—

(i) Sales to and purchases from group companies were carried out at terms mutually agreed by both parties.

Related companies are related to the Group as their ultimate holding company has a significant influence over the Group.

(ii) Royalties are payable to intermediate holding companies and a minority shareholder for the use of certain trademarks pursuant to relevant licensing agreements.

(iii) Interest expense was paid for the loan from an intermediate holding company and a short term loan from a related company.

These transactions also constitute connected transactions under the Listing Rules, except for the purchases from related companies, which the directors do not consider to be connected transactions under the Listing Rules.

(i) 此等交易按雙方同意之條款進行。

關連公司與本集團有關連因其最終控股公司對本集團有重大影響。

(ii) 專利權是指就有關特許合同所訂，因使用個別商標支付予中介控股公司及一非控股股東的費用。

(iii) 利息支出乃支付從中介控股公司獲得的貸款及從關連公司獲得的短期貸款。

根據上市規則，此等交易（購自關連公司之交易除外）構成關連交易。因應有關條例，本公司董事對購自關連公司之交易不考慮為關連交易。

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

ANNOUNCEMENT

PASSING AWAY OF AN INDEPENDENT NON-EXECUTIVE DIRECTOR

The board of directors (the "Board") of San Miguel Brewery Hong Kong Limited (the "Company") announces with sympathy that Mr. Carmelo L. Santiago ("Mr. Santiago"), an independent non-executive director of the Company passed away peacefully in the Philippines on 6 August 2021.

Mr. Santiago served the Group for 18 years. He was first appointed as a non-executive director of the Company on 27 February 2003 and resigned on 23 February 2005. On 4 September 2007, Mr. Santiago was appointed as an independent non-executive director of the Company. He was also the chairman of the nomination committee and a member of the audit committee and remuneration committee of the Company. On behalf of the Company and its subsidiaries, the Board extends its deepest condolences to Mr. Santiago's family and expresses its sincere gratitude and appreciation to Mr. Santiago for his dedication and contributions to the Company.

Following the passing away of Mr. Santiago, the Company falls below the following requirements under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"): (i) one-third of the Board should comprise independent non-executive directors under Rule 3.10A as the Company now has only three independent non-executive directors; (ii) the minimum number of non-executive directors in the audit committee under Rule 3.21; and (ii) the remuneration committee must comprise a majority of independent non-executive directors under Rule 3.25. There is also a vacancy in the position of chairman of the nomination committee.

The Company will endeavor to make the necessary appointments in order to fulfill the requirements of the Listing Rules above and fill the vacancy as soon as practicable and in any event within the period prescribed under Rules 3.11, 3.23 and 3.27 of the Listing Rules. Further announcements will be made by the Company as appropriate and in accordance with the Listing Rules.

By Order of the Board
San Miguel Brewery Hong Kong Limited
John K.L. Cheung
Company Secretary

Hong Kong, 10 August 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li and Mr. Reynato S. Puno.

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)

(Stock Code: 236)

ANNOUNCEMENT OF THE 2021 INTERIM RESULTS

INTERIM RESULTS

The board of directors (the "Board") of San Miguel Brewery Hong Kong Limited (the "Company") submit herewith the unaudited consolidated interim results of the Company and its subsidiaries (the "Group") for the six months ended 30 June 2021. The interim results are unaudited, but have been reviewed by the Company's Audit Committee.

CONSOLIDATED INCOME STATEMENT — UNAUDITED

(Expressed in Hong Kong dollars)

		Six months ended 30 June	
		2021	2020
	Note	***$'000***	*$'000*
Revenue	*3*	**266,395**	244,142
Cost of sales		**(156,406)**	(140,603)
Gross profit		**109,989**	103,539
Other net income		**13,078**	16,581
Selling and distribution expenses		**(78,778)**	(75,198)
Administrative expenses		**(37,267)**	(38,378)
Other operating expenses		**(4,513)**	(4,530)
Profit from operations		**2,509**	2,014
Finance costs	*4(a)*	**(1,090)**	(1,416)
Profit before taxation	*4*	**1,419**	598
Income tax charge	*5*	**—**	—
Profit for the period		**1,419**	598
Attributable to:			
Equity shareholders of the Company		**1,142**	2,785
Non-controlling interests		**277**	(2,187)
Profit for the period		**1,419**	598
Earnings per share			
— Basic (cents)	*7(a)*	**0.3**	0.8
— Diluted (cents)	*7(b)*	**N/A**	N/A

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME – UNAUDITED

(Expressed in Hong Kong dollars)

	Six months ended 30 June	
	2021	2020
	$'000	*$'000*
Profit for the period	**1,419**	598
Other comprehensive income for the period (after tax):		
Items that may be reclassified subsequently to profit or loss:		
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	**734**	(1,108)
Total comprehensive income for the period	**2,153**	(510)
Attributable to:		
Equity shareholders of the Company	**2,245**	1,061
Non-controlling interests	**(92)**	(1,571)
Total comprehensive income for the period	**2,153**	(510)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION – UNAUDITED

(Expressed in Hong Kong dollars)

	Note	**At 30 June 2021**	At 31 December 2020
		$'000	*$'000*
Non-current assets			
— Property, plant and equipment		**348,521**	348,409
— Investment properties		**114,527**	116,882
		463,048	465,291
Intangible assets		**4,771**	4,771
		467,819	470,062
Current assets			
Inventories		**56,296**	56,709
Trade and other receivables	*8*	**30,171**	42,775
Amounts due from holding companies and fellow subsidiaries		**9,851**	16,829
Amount due from a related company		**902**	1,260
Bank deposit		**47,925**	43,770
Cash and cash equivalents		**100,626**	112,339
		245,771	273,682
Current liabilities			
Trade and other payables	*9*	**(75,299)**	(83,027)
Loan from related companies		**(54,843)**	(54,731)
Amounts due to holding companies and fellow subsidiaries		**(7,645)**	(9,418)
Amounts due to related companies		**(10,297)**	(12,975)
Lease liabilities		**(389)**	(11)
		(148,473)	(160,162)
Net current asset		**97,298**	113,520

CONSOLIDATED STATEMENT OF FINANCIAL POSITION – UNAUDITED *(Continued)*

(Expressed in Hong Kong dollars)

	Note	**At 30 June 2021**	At 31 December 2020
		$'000	*$'000*
Total assets less current liabilities		**565,117**	583,582
Non-current liabilities			
Loan from related companies		**(12,736)**	(38,158)
Retirement benefit liabilities		**(3,985)**	(2,378)
Lease liabilities		**(3,232)**	(35)
		(19,953)	(40,571)
NET ASSETS		**545,164**	543,011
CAPITAL AND RESERVES			
Share capital		**252,524**	252,524
Other reserves		**326,250**	324,005
Total equity attributable to equity shareholders of the Company		**578,774**	576,529
Non-controlling interests		**(33,610)**	(33,518)
TOTAL EQUITY		**545,164**	543,011

NOTES TO THE UNAUDITED INTERIM FINANCIAL REPORT:

(Expressed in Hong Kong dollars)

1 BASIS OF PREPARATION

The interim financial report has been prepared in accordance with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"), including compliance with Hong Kong Accounting Standard ("HKAS") 34, *Interim financial reporting*, issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA"). It was authorised for issue on 26 July 2021.

The interim financial report has been prepared in accordance with the same accounting policies adopted in the 2020 annual financial statements, except for the accounting policy changes that are expected to be reflected in the 2021 annual financial statements. Details of these changes in accounting policies are set out in note 2.

The preparation of an interim financial report in conformity with HKAS 34 requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses on a year to date basis. Actual results may differ from these estimates.

This interim financial report contains condensed consolidated financial statements and selected explanatory notes. The notes include an explanation of events and transactions that are significant to an understanding of the changes in financial position and performance of the Group since the 2020 annual financial statements. The condensed consolidated interim financial statements and notes thereon do not include all of the information required for full set of financial statements prepared in accordance with Hong Kong Financial Reporting Standards ("HKFRSs").

The interim financial report is unaudited but has been reviewed by the Company's Audit Committee.

The financial information relating to the financial year ended 31 December 2020 that is included in the interim financial report as being previously reported information does not constitute the Company's statutory financial statements for the financial year but is derived from those financial statements. Further information relating to these statutory financial statements disclosed in accordance with section 436 of the Hong Kong Companies Ordinance (Cap. 622) is as follows:

The company has delivered the financial statements for the year ended 31 December 2020 to the Registrar of Companies as required by section 662(3) of, and Part 3 of Schedule 6 to, the Companies Ordinance. The company's auditor has reported on those financial statements. The auditor's report was unqualified; did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying its report; and did not contain a statement under section 406(2), 407(2) or (3) of the Companies Ordinance.

2 CHANGES IN ACCOUNTING POLICIES

The HKICPA has issued a number of amendments of HKFRSs that are first effective for the current accounting period of the Group and the Company. Of these, the following development is relevant to the Group's financial statements:

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

None of these developments have had a material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

3 REVENUE AND SEGMENT REPORTING

(a) Revenue

The principal activities of the Group are the manufacture and distribution of bottled, canned and draught beers.

As the Group's revenue is entirely attributable to these activities, no analysis by activity is provided.

Revenue represents the invoiced value of products sold, net of discounts, returns, value added tax and consumption tax.

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(b) Segment reporting

(i) Segment results, assets and liabilities

Information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance for the periods ended 30 June 2021 and 2020 is set out below:

	Six months ended 30 June					
	Hong Kong		Mainland China		Total	
	2021	2020	**2021**	2020	**2021**	2020
	$'000	*$'000*	***$'000***	*$'000*	***$'000***	*$'000*
Revenue from external customers	**175,987**	177,312	**90,408**	66,830	**266,395**	244,142
Inter-segment revenue	**180**	89	**—**	—	**180**	89
Reportable segment revenue	**176,167**	177,401	**90,408**	66,830	**266,575**	244,231
Reportable segment (loss)/profit from operations (adjusted EBIT)	**(619)**	3,860	**3,024**	(2,935)	**2,405**	925

	Hong Kong		Mainland China		Total	
	At 30 June 2021	At 31 December 2020	**At 30 June 2021**	At 31 December 2020	**At 30 June 2021**	At 31 December 2020
	$'000	*$'000*	***$'000***	*$'000*	***$'000***	*$'000*
Reportable segment assets	**969,575**	995,898	**126,112**	129,577	**1,095,687**	1,125,475
Reportable segment liabilities	**120,449**	145,931	**430,074**	436,533	**550,523**	582,464

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(b) Segment reporting *(Continued)*

(ii) Reconciliation of reportable segment revenue, profit or loss, assets and liabilities

	Six months ended 30 June	
	2021	2020
	$'000	*$'000*
Revenue		
Reportable segment revenue	**266,575**	244,231
Elimination of inter-segment revenue	**(180)**	(89)
Consolidated revenue	**266,395**	244,142
Profit		
Reportable segment profit from operations	**2,405**	925
Interest income from bank deposits	**653**	857
Gain on disposal of fixed assets	**40**	—
Net foreign exchange (losses)/gain	**(639)**	168
Interest expense on loan from related companies	**(1,015)**	(1,343)
Interest expense lease liabilities	**(25)**	(9)
Consolidated profit before taxation	**1,419**	598

	At 30 June	At 31 December
	2021	2020
	$'000	*$'000*
Assets		
Reportable segment assets	**1,095,687**	1,125,475
Elimination of inter-segment receivables	**(382,097)**	(381,731)
Consolidated total assets	**713,590**	743,744
Liabilities		
Reportable segment liabilities	**550,523**	582,464
Elimination of inter-segment payables	**(382,097)**	(381,731)
Consolidated total liabilities	**168,426**	200,733

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(b) Segment reporting *(Continued)*

(iii) Geographic information

The following table sets out information about the geographic location of (i) the Group's revenue from external customers and (ii) the Group's fixed assets, intangible assets and other tangible assets ("specified non-current assets"). The geographic location of customers is based on the country of establishment of each customer. The geographic location of the specified non-current assets is based on the physical location of the assets, in the case of fixed assets and other tangible assets and, the location of the operation to which they are allocated, in the case of intangible assets.

	Revenue from external customers		**Specified non-current assets**	
	Six months ended 30 June		**At 30 June**	At 31 December
	2021	2020	**2021**	2020
	$'000	*$'000*	***$'000***	*$'000*
Hong Kong (place of domicile)	**118,983**	123,442	**432,387**	434,622
Mainland China	**37,485**	33,994	**35,432**	35,440
Philippines	**105,637**	83,198	**—**	—
Others	**4,290**	3,508	**—**	—
	147,412	120,700	**35,432**	35,440
	266,395	244,142	**467,819**	470,062

4 PROFIT BEFORE TAXATION

	Six months ended 30 June	
	2021	2020
	$'000	*$'000*
Profit before taxation is arrived at after charging/(crediting):		
(a) Finance costs		
Interest expense on loan from related companies wholly repayable within five years	**1,015**	1,343
Interest expense on lease liabilities	**25**	9
Bank charges	**50**	64
	1,090	1,416
(b) Staff costs		
Retirement costs	**4,994**	4,466
Salaries, wages and other benefits	**58,235**	59,079
	63,229	63,545
(c) Other items:		
Depreciation		
— Property, plant and equipment	**9,175**	9,027
— Investment properties	**2,355**	2,372
Cost of inventories	**156,074**	139,305
Provision for impairment losses on trade and other receivables	**161**	157

5 INCOME TAX

Taxation in the consolidated income statement represents:

	Six months ended 30 June	
	2021	2020
	$'000	*$'000*
Current tax - Outside Hong Kong		
— Provision for the period	**—**	—
Deferred tax		
— Origination and reversal of temporary differences	**—**	—
Income tax charge	**—**	—

Under the two-tiered profits tax rate regime, the first $2 million of assessable profits of qualifying corporations is taxed at 8.25% and the remaining assessable profits at 16.5%. No provision for Hong Kong Profits Tax for the six months ended 30 June 2021 is made for the Company and other Hong Kong subsidiaries either because the accumulated tax losses brought forward exceed the estimated assessable profits for the period or the entities sustained losses for taxation purposes.

The statutory tax rate applicable to the subsidiaries established in the People's Republic of China ("PRC") was 25% (2020: 25%). No provision for current taxation has been made for the subsidiaries established in the PRC because the entities sustained losses for taxation purposes.

6 DIVIDENDS

The Board resolved that no dividends will be declared for the six months ended 30 June 2021 (2020: Nil).

7 EARNINGS PER SHARE

(a) Basic earnings per share

The calculation of basic earnings per share is based on the profit attributable to equity shareholders of the Company for the six months ended 30 June 2021 of $1,142,000 (30 June 2020: $2,785,000) and on 373,570,560 ordinary shares (at 30 June 2020: 373,570,560 ordinary shares), being the number of ordinary shares in issue throughout the period.

(b) Diluted earnings per share

The diluted loss per share is not presented as the Company does not have dilutive potential ordinary share for both periods presented.

8 TRADE AND OTHER RECEIVABLES

The ageing of trade receivables (net of loss allowance) as at the end of the reporting period is as follows:

	At 30 June 2021	At 31 December 2020
	$'000	*$'000*
Current	**21,476**	24,780
Less than 1 month past due	**1,102**	5,253
1 to 3 months past due	**951**	966
More than 3 months but less than 12 months past due	**439**	670
More than 12 months past due	**—**	16
	23,968	31,685

The general credit period is payment by the end of the month following the month in which sales took place. Therefore, all the current balances above are within two months from the invoice date.

Management has a credit policy in place and the exposure to this credit risk is monitored on an ongoing basis.

The credit terms given to the customers vary and are generally based on the financial strength of the individual customer. In order to effectively manage the credit risks associated with trade debtors, credit evaluations of customers are performed periodically.

9 TRADE AND OTHER PAYABLES

The ageing of trade payables as at the end of the reporting period is as follows:

	At 30 June 2021	At 31 December 2020
	$'000	*$'000*
Current and less than 1 month past due	**27,448**	36,966
1 to 3 months past due	**1,597**	676
More than 3 months but less than 6 months past due	**—**	139
More than 6 months past due	**14**	42
	29,059	37,823

The Group's general payment terms are one to two months from the invoice date. Therefore, the current and less than 1 month past due balances above are mostly within two to three months from the invoice date.

FINANCIAL RESULTS

The Group registered a consolidated profit of HK$1.4 million in the first semester of 2021, compared to the consolidated profit of HK$0.6 million in 2020. As a result, net profit attributable to equity shareholders for 2021 was HK$1.1 million, compared to HK$2.8 million the previous year.

The Group's consolidated revenue was HK$266.4 million, 9.1% more than the same period in 2020. Gross profit reached HK$110.0 million, a 6.2% increase versus 2020, with a gross profit margin of 41.3%.

As of 30 June 2021, cash and cash equivalents and bank deposits amounted to HK$148.6 million (HK$156.1 million as of 31 December 2020).

Loans as of 30 June 2021 totaled HK$67.6 million (HK$92.9 million as of 31 December 2020). Total net assets stood at HK$545.2 million (HK$543.0 million as of 31 December 2020), with a loan-to-equity ratio of 0.12 (31 December 2020: 0.17).

DIVIDENDS

The Board resolved that no dividends will be declared for the six months ended 30 June 2021.

BUSINESS REVIEW

Hong Kong Operations

Hong Kong has slowly emerged from its worst recession on record, brought about by the Covid-19 pandemic and social unrest. The economy's return to growth in the first six months of the year was led by a resilient financial services industry, buoyant property prices, and resurgent trade. However, tourism, retail sales, and services segment — the largest job providers for the city's working-class — continued to be affected by the pandemic.

On-premise channels remained significantly affected by pandemic restrictions, with beer volumes declining 60% compared to the same period in 2020. The Covid-19 surge that happened in the first half of 2021 was worse than last year. This led to the contraction of the total Hong Kong beer industry by 10% during this period. Our local volumes managed to outperform the industry and was only 3% behind our results in the same period in 2020. Combined with volume gains in Macau and an increase in exports, the Company achieved a 3% improvement in total sales volume in the first six months of the year.

Our Hong Kong operations posted a loss due to a volume shift from higher priced, on-premise consumption to off-premise channels, as a result of longer period of on-premise outlet closures and more stringent restrictions due to rising covid cases. The notable increase in the cost of aluminum and diesel fuel also affected operations. In addition, the Hong Kong SAR Government has already stopped the Employment Support Scheme (ESS) that was given to companies from June to November of last year.

The Company was quick to adapt to the shift from on-premise to off-premise consumption, as local demand weakened and consumer behavior adapted to pandemic-related restrictions.

With off-premise consumption accounting for 90% of the total market, we shifted advertising and promotion resources to growing channels, improving our brands' position. We also continued to develop our presence in online selling platforms. This resulted to double-digit growth from online sales in the first half of the year. The Company made every effort to ensure that our brands remained among the most preferred by customers whether they were buying online or on-site.

While it was the mainstream beer segment that suffered the most from the market contraction, our San Miguel brands in the local market managed to achieve roughly the same volumes as the same period last year.

The Company launched our new wheat beer offering, San Miguel Cerveza Blanca late last year, eliciting positive trade and consumer feedback since its roll out. This year, the widely-accepted brand benefited from a series of out-of-home and online advertising, point-of-sale merchandising, and product trial events, resulting in favorable performance for the brand in the first semester of the year.

San Miguel Pale Pilsen, San Mig Light, San Miguel Cerveza Negra, as well as the recently-introduced San Miguel Cerveza Blanca, successfully launched an off-premise-wide promotion 生力神級幸運賞 from May to June, supported by tactical TV and online advertising, a public relations campaign, and in-store merchandising. To further capitalize on the shift to home consumption, a series of supplementary premium redemption promotions in convenience stores and provision stores were also implemented in the first half of the year.

Meanwhile, though also affected by the market contraction, the premium segment registered the lowest rate of decline for the period. The Company's broad portfolio of premium, specialty, and craft beers, managed a marginal 2% volume increase, mainly due to higher sales of Kirin beer brands, which we distribute exclusively within Hong Kong and Macau.

Our Blue Ice brand continued to compete in the lower-priced segment, supported by celebrity endorsement and retail chain promotions.

South China Operations

Despite the resurgence of Covid-19 in Guangdong and the restrictions imposed by the government, the first half of 2021 saw China recover from the economic slump that started in early 2020, due to the wide-ranging impacts of the Covid-19 pandemic. Likewise, our South China operations made a significant recovery until May of 2021 as restrictions were gradually lifted and favorable operating conditions returned. However, our June results were similarly affected by the Covid-19 restrictions due to a spike in cases during the month. Nevertheless, our year-to-date operating profit was still a significant improvement versus last year. Early last year, during the lockdown that was imposed in South China, our brewery in Foshan, along with other factories and shipping ports, were mandated to shut down temporarily. This year, our South China operation was able to benefit from higher export volumes and further cost improvements, which contributed to a strong profit turnaround.

With the expiration of the business term of Guangzhou San Miguel Brewery Company Limited ("GSMB"), GSMB ceased operations on 30 November 2020. Consequently, this was followed by the withdrawal of our previous partner's brand, Guang's, from the Company's portfolio, which resulted to a 7% decline in total South China domestic volumes. Without the impact of Guang's withdrawal, the domestic volume increased by 9%, but had minimal profit impact due to the brand's low margins.

The principal activity of GSMB was the distribution of bottled, canned, and draught beer in the South China market. Following the cessation of its operations, the Company was able to achieve a smooth transition of its sales and marketing operations to San Miguel (Guangdong) Brewery Company Limited ("SMGB"). SMGB maintained GSMB's previous sales network and even recruited new dealers in the first six months of the year.

To further increase visibility for San Miguel Pale Pilsen, we launched a merchandising drive covering 500 outlets, using a new Chinese New Year POSM design. The Company also rolled out a lucky draw consumer promotion for all San Miguel brands in all channels and regions beginning June to further drive consumption.

OUTLOOK

The Covid-19 pandemic will continue to have a socio-economic impact across the world. These impacts will be uneven, as the rollout of vaccination, as well as the lifting of restrictions, will vary per city and country. HK will similarly continue to have lingering uncertainties, with occasional surges in Covid-19 cases, similar to other countries. We will continue to closely monitor and adapt to changing conditions and ensure that we adopt the appropriate strategies and programs to get ahead of the competition and accelerate volume recovery.

We thank our employees for their hard work and perseverance, and members of our Board for their guidance. Most of all, we thank all our consumers, customers, and business partners for their continued support, patronage, and trust.

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

There was no purchase, sale or redemption by the Company or any of its subsidiaries of its listed shares during the six months ended 30 June 2021.

CORPORATE GOVERNANCE

The Company has applied the principles set out in the Governance Code and Corporate Governance Report (the "CG Code") as contained in Appendix 14 of the Listing Rules during the six months ended 30 June 2021, save for the deviation discussed below:

- All of the non-executive directors are not appointed for a specific term (CG Code provision A.4.1) but are subject to retirement by rotation once every three years and reelection at the annual general meeting under the Company's Articles of Association.

- The Company will be scheduling board meetings for the rest of the year in respect of CG Code provisions A.1.1. and A.2.7.

PUBLICATION OF DETAILED INTERIM RESULTS

A detailed results announcement containing all the information required by the Listing Rules will be published on the website of The Stock Exchange of Hong Kong Limited at *www.hkex.com.hk* and the Company's website at *info.sanmiguel.com.hk* in due course.

By order of the Board
Ramon S. Ang
Chairman

Hong Kong, 26 July 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago.

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

DATE OF BOARD MEETING

The board of directors (the "Board") of San Miguel Brewery Hong Kong Limited (the "Company") announces that a Board meeting of the Company will be held on Monday, 26 July 2021 at 2:00 p.m. for the purpose of, among other matters, approving the interim results of the Company and its subsidiaries for the six months ended 30 June 2021 and the announcement of said interim results by the Company, and considering the payment of an interim dividend, if any.

By Order of the Board
San Miguel Brewery Hong Kong Limited
John K.L. Cheung
Company Secretary

Hong Kong, 9 July 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago.

SAN MIGUEL BREWERY
HONG KONG LTD.
香港生力啤酒廠有限公司



2020
Environmental, Social and Governance Report

2020
環境、社會及管治報告

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19 Social 社會

19 • Employment and Labor Practices 僱傭及勞工慣例

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香港生力啤酒廠有限公司出版

ABOUT THIS REPORT
關於本報告

This Environmental, Social and Governance report forms part of the effort of San Miguel Brewery Hong Kong Limited (SMBHK or Company) to communicate to its stakeholders in a broad manner the relevant environmental and social initiatives SMBHK has made in reference to Appendix 27, titled 'Environmental, Social and Governance Reporting Guide' of the Main Board Listing Rules, which was issued by The Stock Exchange of Hong Kong Ltd. Corporate governance is addressed separately in the Corporate Governance Report in the Company's 2020 Annual Report.

本環境、社會及管治報告是香港生力啤酒廠有限公司(「香港生力」或「本公司」)向持份者廣泛傳達其在環境及社會方面的努力。本報告是根據香港聯合交易所有限公司的主板上市規則附錄第二十七條《環境、社會及管治報告指引》而編制。而企業管治方面有關詳情則會分別在本公司二零二零年年報內的企業管治報告刊登。

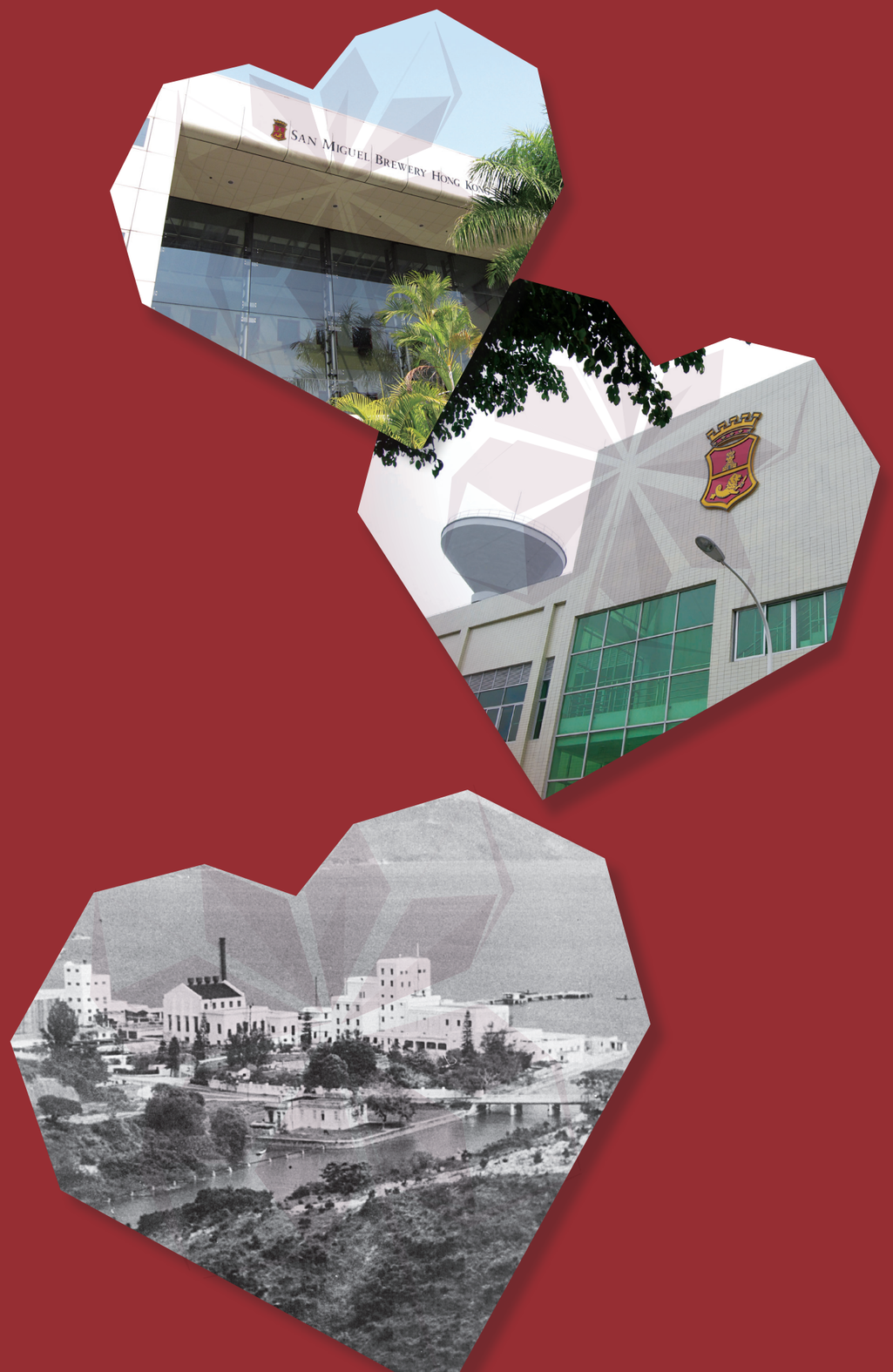
This report focuses on the Hong Kong operations (which includes the Macau market) where 66% of the total sales revenue of SMBHK was generated in 2020.

本報告集中於香港業務(當中包括澳門市場),在二零二零年香港業務的銷售收入佔總銷售收入之66%。

We welcome feedback and/or suggestions from our stakeholders. You may reach us at webmaster@sanmiguel.com.hk.

歡迎持份者提供任何反饋及/或建議。請電郵至webmaster@sanmiguel.com.hk與我們聯絡。





ABOUT US
關於我們

San Miguel Beer was first produced by La Fabrica de Cerveza de San Miguel, an upstart brewery in the heart of Manila, Philippines, that began its operations in 1890. In 1963, the brewery was renamed San Miguel Corporation (SMC) to reflect its growing ventures into food and packaging. All beer operations were then under the San Miguel Beer Division, a business unit of SMC.

生力啤酒始創於一八九零年，由位於菲律賓馬尼拉市中心的一家新興啤酒廠La Fabrica de Cerveza de San Miguel經營生產。一九六三年，啤酒廠正式更名為生力總公司(「生力總公司」)以反映其日漸增長的食品和包裝業務。所有啤酒業務事宜由生力總公司的一個業務部門— 生力啤酒部負責。

As early as 1914, San Miguel Beer was being exported from its headquarters in Manila to Guam, Shanghai and Hong Kong. A pioneer in Asia, SMC bought a brewing facility in Sham Tseng in 1948 and established what is now SMBHK, the current longest-serving beer manufacturer in Hong Kong. SMBHK was publicly-listed with The Stock Exchange of Hong Kong Ltd. in 1963.

早於一九一四年，生力啤酒已從馬尼拉的總部出口至關島、上海及香港。作為亞洲地區啤酒的先鋒，生力總公司於一九四八年在深井買下釀酒設備並建立了今天的香港生力 — 現今在香港經營歷史最悠久的啤酒生產商。一九六三年，香港生力在香港證券交易所上市。

In the meantime, the domestic beer business was spun off from SMC to San Miguel Brewery Inc. (SMB), a subsidiary of SMC, on October 1, 2007. SMB acquired San Miguel Brewing International Limited (SMBIL) from SMC in 2010 to achieve full integration of its domestic and international beer businesses. SMBHK is a subsidiary of SMBIL. In 2018, SMC completed the consolidation of its food and beverage businesses under San Miguel Food and Beverage, Inc. (SMFB), a subsidiary of SMC, pursuant to which SMC transferred all its shares in SMB to SMFB thereby resulting in SMB becoming a subsidiary of SMFB.

同時，在二零零七年十月一日，生力於菲律賓本土的啤酒業務從生力總公司分拆出來，成為生力啤酒廠公司(「生力啤酒廠」)。又為了全面整合其國內外所有啤酒業務，到了二零一零年，生力啤酒廠從生力總公司收購了生力啤酒國際有限公司(「生力啤酒國際」)。生力啤酒廠是生力總公司的附屬公司，而香港生力是生力啤酒國際的附屬公司。於二零一八年，生力總公司把旗下生力啤酒廠的全部股份轉移到San Miguel Food and Beverage(「SMFB」)，來全面整合其飲品及食品的業務。SMFB為生力總公司的附屬公司，而生力啤酒廠為SMFB附屬公司。

Today, SMBHK (Stock Code: 0236) is the only international beer company having a large scale brewery in Hong Kong. Its Yuen Long brewery not only supplies to the local market but also exports to the international market.

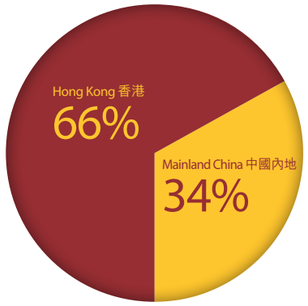
今天，香港生力(股市代號：0236)是唯一在香港設有大型啤酒廠的國際性啤酒公司。其元朗啤酒廠不但生產啤酒供應本地市場，也出口到國際市場。

SMBHK had two key subsidiaries in mainland China, namely Guangzhou San Miguel Brewery Co. Ltd. (GSMB) and San Miguel (Guangdong) Brewery Co. Ltd. (SMGB). The business term of GSMB, based in Guangzhou, expired on 29 November 2020 in accordance with GSMB's Articles of Association and the Joint Venture Contract between San Miguel (Guangdong) Limited and Guangzhou Brewery. As a result of the expiry of its business term, GSMB ceased operations on 30 November 2020.

香港生力曾在中國內地擁有兩間主要附屬公司，分別是廣州生力啤酒有限公司(「廣州生力」)和生力(廣東)啤酒有限公司(「生力廣東」)。根據生力啤(廣東)有限公司和廣州啤酒廠的廣州生力之公司章程和合資合同條款，廣州生力的營業期限在二零二零年十一月二十九日屆滿。由於營業期限屆滿，廣州生力於二零二零年十一月三十日正式結束業務。

The principal activity of GSMB was the distribution of bottled, canned and draught beers in the South China market. SMGB, based in Shunde, serves as the production source of all beer products being sold by GSMB and in SMBIL's export markets. Upon the cessation of GSMB's operations, SMGB began the selling and distribution of the said beer products in the South China market.

廣州生力的主要業務是分銷在華南市場的瓶裝、罐裝和生啤酒。生力廣東位於順德，負責生產廣州生力和生力啤酒國際在出口市場所銷售的啤酒。隨著廣州生力結束業務，生力廣東接管了上述啤酒產品在華南市場的銷售和分銷。



2020 Sales Revenue by Operations
2020 年按業務銷售收入

HONG KONG OPERATIONS
香港業務

The Hong Kong operations include a brewery in Yuen Long and the main office in Shatin. Aside from marketing and distributing products that are brewed locally in Yuen Long, we also import and distribute products from other countries to ensure a varied portfolio that will be able to cater to and satisfy the needs of the growing and highly segmented Hong Kong market. To ensure that our products reach the consumers, we sell directly to supermarket and convenience store chains, key restaurants and bars. Meanwhile, we also engage distributors and wholesalers to ensure that our products are readily available in the market at all times.

香港業務包括元朗啤酒廠及沙田的總辦事處。除了銷售和分銷在元朗釀造的產品外，本公司也進口和分銷來自其他國家的產品，以確保擁有多元化的產品組合來迎合和滿足香港市場不斷增長且高度細分的需求。為確保我們的產品能到達消費者手中，我們直接向超級市場、連鎖便利店、主要的餐廳和酒吧供貨。同時，我們亦積極吸納分銷商和批發商以確保產品時刻在市場上的供應。

Brands sold in the Hong Kong market in 2020 include *San Miguel Pale Pilsen, San Mig Light, San Miguel Cerveza Negra, Red Horse, Blue Ice, Valor, Bruck, Knight, Kirin, Arcobräu, Angry Orchard Cider, Blackthorn, Little Creatures, Mahou Cinco Estrellas, Magners Irish Cider, Samuel Adams Boston Lager, Samuel Adams Rebel IPA, Spitfire Kentish Ale* and *Whitstable Bay Blonde*.

二零二零年我們於香港市場上銷售的啤酒品牌包括*生力啤酒*、*生力清啤*、*生力黑啤*、*紅馬啤酒*、*藍冰啤酒*、*威樂*、*布萊特*、*騎士*、*麒麟啤酒*、*Arcobräu*、*Angry Orchard Cider*、*Blackthorn*、*Little Creatures*、*Mahou Cinco Estrellas*、*Magners Irish Cider*、*Samuel Adams Boston Lager*、*Samuel Adams Rebel IPA*、*Spitfire Kentish Ale*和*Whitstable Bay Blonde*。

Our Yuen Long brewery also provides quality products and services to SMBIL's export markets. Products from the brewery are exported to Australia, Canada, Mainland China, Israel, Japan, Latvia, Malaysia, Maldives, Netherlands, Panama, Qatar, Russia, Saudi Arabia, Singapore, South Africa, South Korea, Taiwan, U.A.E., United Kingdom, and U.S.A. amongst others.

我們的元朗啤酒廠也為生力啤酒國際的出口市場提供優質產品和服務。啤酒廠釀造的啤酒出口至澳洲、加拿大、中國內地、以色列、日本、拉脫維亞、馬來西亞、馬爾代夫、荷蘭、巴拿馬、卡塔爾、俄羅斯、沙地阿拉伯、新加坡、南非、南韓、台灣、阿聯酋、英國及美國等國家。

Key brands for the export market in 2020 include *San Miguel Pale Pilsen, San Mig Light, San Miguel Non-Alcoholic Beverage (NAB), Red Horse* and *Blue Ice*.

二零二零年出口的主要啤酒品牌包括*生力啤酒*、*生力清啤*、*生力非酒精飲料(NAB)*、*紅馬啤酒*及*藍冰啤酒*。



SOUTH CHINA MARKET
華南市場

GSMB was responsible for marketing and selling beer products in the South China market for a huge part of 2020. GSMB sourced its products from SMGB, and also imported products from Hong Kong and the Philippines. Upon the cessation of GSMB's operations, SMGB undertook the selling and distribution of the said beer products in the South China market commencing on 30 November 2020. As the South China market encompasses a vast territory, it is through carefully selected distributors that our products are brought to the retail level. We also serve directly to key supermarket and convenience store chains.

廣州生力於二零二零年大部分時間負責在華南市場營銷和銷售啤酒產品，而廣州生力則透過生力廣東生產產品，也會從香港和菲律賓進口產品。隨著廣州生力結束業務，生力廣東於二零二零年十一月三十日開始接管了上述啤酒產品在華南市場的銷售和分銷。隨著華南市場不斷擴大，我們透過精心挑選的經銷商，把產品帶到零售點。我們也會直接向主要的超級市場和連鎖便利店供貨。

Brands sold in the South China market in 2020 include *San Miguel Pale Pilsen, San Mig Light, San Miguel Cerveza Negra, Red Horse, Dragon Gold, Dragon Legend, Dragon Platinum, Dragon Qingchun, Guang's* and *Guang's Pineapple*.

二零二零年，在華南市場銷售的啤酒品牌包括生*力啤酒*、*生力清啤*、*生力黑啤*、*紅馬啤酒*、*金裝龍啤*、*龍啤傳說*、*白金龍啤*、*龍啤清醇*、*廣氏鮮啤*和*廣氏菠蘿味啤酒*。

SMGB also provides quality products and services to SMBIL's export markets. Products from SMGB are exported to South Korea and U.A.E.

生力廣東也為生力啤酒國際的出口市場提供優質產品和服務。生力廣東的產品出口至南韓及阿聯酋。

Key brands for the export market in 2020 include *Red Horse, Ceus* and *Elite*.

二零二零年出口的主要啤酒品牌包括*紅馬啤酒*、*Ceus*和*Elite*。



OUR APPROACH TO ESG
環境、社會及管治的方針

The Company's business strategy is to drive profitable volume in a sustainable and responsible manner so that it can build a consistent lasting value for its shareholders. The Company is also committed to maintaining compliance with local statutory and regulatory standards.

本公司的業務策略堅持以可持續且負責任的方式推動有盈利的銷量增長，以致能貫徹為股東創造長遠的價值。本公司亦一直致力遵守本地法定和監管的標準。

As part of the SMB group, SMBHK adheres to the core purpose of leading the growth of the beverage industry, being the brand, business partner and employer of choice, and making accessible its products and services to existing and new markets; and to the core values of sustainable development, people orientation, integrity, customer delight and excellence. These core purpose and core values express the kind of company we endeavor to be. They guide the Company, its management and its people in their day-to-day operations.

作為生力啤酒廠集團的一部份，香港生力堅守核心目標 — 帶領飲品行業發展、成為最佳品牌、最佳業務夥伴和最佳僱主，以及將其產品和服務引進當前和新興市場；我們同時堅守核心價值 — 可持續發展、以人為本、誠信、客戶滿意和卓越表現。這些核心目標和核心價值表達了本公司致力邁向的方向，並成為本公司、管理層以及所有僱員日常工作的指導方針。

The management and control of the business of the Company, including the overall duty on the performance and progress of its corporate responsibility as well as oversight of environmental, social and sustainability (ESG) issues, is vested in the Company's Board of Directors (Board); while specific responsibilities that relate to the day-to-day operations are delegated to the Management Executives.

本公司的業務管理和監控事宜皆由公司董事會（「董事會」）負責，包括履行企業責任以及監督環境、社會及管治（「ESG」）議題的成效和進度的相關事宜；而日常營運有關的具體職責則委派予管理層。

To assist the Board in meeting its oversight responsibilities in relation to the Company's strategy, policies and progress on ESG matters, the Board established the Sustainability Committee on 2 November 2020. The Sustainability Committee is composed of the Managing Director as its chair, and the Chief Finance Officer, Head of Corporate Development, Head of Operations and Head of Human Resources and Administration as members. The details of the Terms of Reference of the Sustainability Committee can be viewed in the Company's website.

為協助董事會履行公司在ESG相關策略和政策所涉及的監督責任，董事會於二零二零年十一月二日成立了可持續發展委員會。委員會由執行董事擔任主持，而成員為財務總裁、企業發展部主管、生產部主管及人力資源及行政部主管。有關可持續發展委員會的職權範圍之詳情，可瀏覽本公司網站。

The Company's approach and strategy on the management of ESG issues is to work toward balancing and meeting the different evolving needs and expectations of its internal and external stakeholders. These needs and expectations are balanced and met by the Company through the High Level Risk Assessment and the Crisis Management System that it conducts and implements.

本公司處理ESG事宜所採取的方針和策略，是致力平衡和滿足內部和外部持份者不同而不斷演變的需求和期望。本公司透過高風險評估及危機管理系統，以達到平衡和滿足這些需求和期望。

REPORTING PRINCIPLES
報告原則

MATERIALITY

With the Company's core purpose and core values in mind, and taking into consideration regulatory requirements and the inputs from the High Level Risk Assessment and Crisis Management System of the Company and our continuous communication with internal and external stakeholders, the Sustainability Committee prioritized the different aspects of our Company that are most material to the Company and its stakeholders for inclusion in this report, which were then presented to the Board for approval. These also helped direct our Company's objectives, choice of suppliers, employee engagement, community investments and profit.

重要性

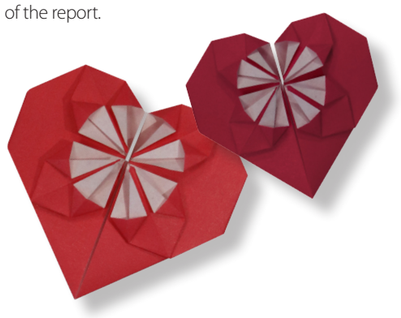
可持續發展委員會考慮了本公司的核心目標和核心價值、監管規例要求、本公司高風險評估及危機管理系統所收集的意見，並跟內部和外部持份者的持續溝通，從而優先考慮對本公司及其持份者最重要的事項，已記錄於這報告中，也呈交董事會批核。這有助為本公司的目標、供應商的選擇、僱員參與度、社區投資和盈利提供指引。

CONSISTENCY

Any changes to the methods or data used, or any other relevant factors affecting a meaningful comparison are disclosed through the use of footnotes in the relevant section of the report.

一致性

如採用的方法或數據，或其他相關因素有任何變更而影響跟之前的對比，均以註腳形式於報告的相關部分中披露。



STAKEHOLDER ENGAGEMENT
持份者參與

Our Company defines stakeholders as all those who affect, and/or are affected by, our business. It embraces both internal and external stakeholders, ranging from employees, trade partners, shareholders, suppliers, government and local communities. We believe that engaging stakeholders is crucial for the sustainability of our business, as this does not just help us understand the possible risks and opportunities to our business, but also makes possible the actual mitigation of the risks and the full comprehension of the opportunities.

本公司將持份者定義為所有影響和／或受我們業務影響的人。這包括內部和外部持份者，涉及僱員、業務夥伴、股東、供應商、政府和本地社區。我們相信持份者的參與對我們業務的持續發展非常重要，因為他們的參與不僅有助於我們了解可能存在的風險和機遇，也幫助我們減低實際風險和充分理解種種機遇。

We have an extensive range of stakeholders: from our shareholders who finance our business; our employees who run our operations; customers who buy our products for resale to consumers; consumers who in return buy and consume our products; suppliers and contractors who provide raw materials, equipment and services for our operations; government and its agencies which regulate our business; and the local communities where we operate.

我們的持份者十分廣泛，包括：提供業務資金的股東；營運公司業務的僱員；向我們購買產品並銷售予消費者的客戶；購買並飲用我們產品的消費者；為我們業務提供原材料、設備和服務的供應商和承包商；監管我們業務的政府和其部門；以及我們營運業務所在的社區。

We engage our stakeholders at a local level and/or Group level as we endeavor to conduct our business sustainably and responsibly to ensure that our overall impact is a positive one. We communicate with them through various channels such as brewery visits, meetings and outreach programs to ensure that our stakeholders are made aware of and understand our business and/or products.

我們致力以可持續和負責任的態度來營運，透過在本地和／或集團層面吸引持份者參與，來確保對我們的整體影響是積極正面的。我們通過各種渠道如參觀啤酒廠、舉辦會議和推廣活動，與持份者溝通，以確保他們知道並了解我們的業務和／或產品。

SHAREHOLDERS

SMBHK recognizes the value of providing current and relevant information to its shareholders and the investing public. This is recognized by the board with the establishment of the Shareholders Communication Policy which is published in the section dedicated to investor relations in our website. The effectiveness of the policy is subject to review by the board and will be amended if needed.

Every year, an annual report and an interim report are provided to our shareholders to ensure that they have all available information reasonably required to make informed assessments of the Company's performance. The annual, interim and ESG reports are made available in our Company's website where various announcements and notices are also published.

At the annual general meeting in 2020, shareholders are given ample time to express their opinion and/or ask questions; and in the event that there is not enough time to address the questions; shareholders will receive a written reply within 14 calendar days. Shareholders may continue to ask questions and/or express their opinion through the various available channels anytime in the year.

The SMBHK website also includes information related to the Company's corporate governance, such as the list of its directors and their role and function, code for securities transactions, whistleblowing policy, and information on the Company's audit, remuneration and nomination board committees.

股東

香港生力明白為股東和公眾投資者提供當前和相關資料是十分重要。因此，董事會制定股東通訊政策，而有關政策詳見於本公司網站的投資者關係部份。該政策的有效性經由董事會審核且在必要時可進行修訂。

每年，我們會提供年報和中期報告予股東，以確保所有股東獲得所有可用信息，在知情的基礎上對本公司績效進行評估。年報、中期報告及ESG報告詳見於本公司網站。此外，各項通告和公告亦於網站內發佈。

在二零二零年的股東周年大會上，股東有充足的時間表達意見和／或提出問題；若當天因時間不充裕而未能解答股東的提問，股東則會於14日內收到一份書面回覆。股東亦可在任何時候通過不同的渠道提出問題和／或表達其意見。

香港生力網站也提供與本公司企業管治相關的資訊，如董事名單及其角色與職能、證券交易守則、舉報政策和本公司的審核、薪酬和提名委員會的資料。



EMPLOYEES

SMBHK has always recognized the important role of its employees in the overall success of the Company, and as such, it invests in its people by ensuring that they are equipped with the necessary knowledge, skills and experience. We also offer competitive remuneration packages commensurate with industry standards, as well as provide attractive fringe benefits, including medical and insurance coverage and paid leaves on top of legal requirements. SMBHK believes that keeping the employees informed and listening to them are integral to their continued motivation and enthusiasm about work, leading them to take positive action to further the Company's reputation and interests. In 2020, SMBHK provided its employees with a Business Direction Update at the end of the year where they were informed of the Company's performance for the year, and the target and plans for the coming year.

Once every two years, the Company conducts a formal and comprehensive employee feedback survey to understand the needs of its employees. The results of the survey enable the Company to identify areas for improvement and appreciate the priorities of its staff, and thus determine which aspects to focus its efforts on. The last survey was conducted in 2020. This is complemented by our annual performance appraisal, when individual employees can provide job and/or position related concerns and receive direct feedback from their supervisor.

Other structured communication platforms specially designed with the employees in mind are our exit interview for employees leaving the Company, video sharing, intranet and the triannual employee newsletter entitled "Beer Talks".

僱員

香港生力一向認同僱員在本公司取得成功上所發揮的重要作用。因此，我們投放資源在僱員身上，確保他們具備應有的知識、技能和經驗。我們亦制定符合市場標準的薪酬及提供吸引的附加福利，包括醫療和保險，以及高於法例要求的有薪假期。香港生力相信僱員知情和聆聽僱員的意見是保持他們對工作投入和熱情的必要條件，可促使他們積極維護本公司的聲譽和權益。香港生力於二零二零年年末為僱員提供了企業動向資訊，讓僱員了解公司該年度的表現以及來年的目標和計劃。

本公司每兩年進行一次正式而全面的綜合僱員問卷調查，以了解僱員的需要。調查結果有助本公司確認需要改進的地方和了解僱員的優先需要，以及決定最需要主力處理的範疇。最近一次調查已於二零二零年進行。該問卷調查由年度績效評估作出補充配合，各僱員可提出與工作和／或職位相關的問題，同時可直接收到各自主管的反饋。

其他特別針為僱員而設的有系統的溝通平台包括為離職僱員而設的離職面談、影片分享、內聯網和每年發行三次的《啤酒話》的僱員通訊。

CUSTOMERS

SMBHK's business is highly dependent on its customers i.e., those which purchase the Company's products for distribution and resale to end-consumers, such as the Company's wholesalers and retailers. The level of engagement and satisfaction a customer has with the Company has profound effects on its profitability. For the long-term sustainability of the Company, we fully understand that we must endeavor to establish loyal ties with customers that have the necessary capabilities to compete and stay ahead of competitors.

At the core of the engagement with our customers is our strong and dedicated team of sales people who, on a day-to-day basis, are in constant communication with our customers. Our sales people ask questions, address or service customer needs, and help the customers make informed decisions.

Complementing this constant engagement is our customer service hotline that offers customers support by providing useful information, handling concerns and offering appropriate recommendations. Representatives of SMBHK are also contributing members of various trade associations primarily composed of customers.

CONSUMERS

Consumers buy the Company's products from retail outlets such as bars, restaurants, supermarkets or provision stores. The Company engages its consumers primarily through its products and the marketing activities the Company conducts and the marketing materials it produces to inform them about the products. The level of satisfaction and affinity of consumers towards the Company's products brought about by their experiences and perceptions has immense impact on their demand for the products and the Company's sales; and ultimately, the profitability of the Company.



Above-the-line and below-the-line advertising and promotions form a huge part of the Company's engagement with consumers. The Company has a team of marketers who ensure that the Company's resources used for such advertising and promotions lead to increased sales. They formulate and craft relevant messages and communicate to consumers through various media. Also, the Company has a dedicated team of researchers who study the purchase, usage and perception patterns of consumers. They also monitor the effectiveness and efficiency of the different campaigns conducted by the Company.

客戶

香港生力的業務高度依賴我們的客戶，即那些購買本公司產品去分銷及再售予最終消費者，如本公司的代理商或零售商。客戶的參與度和滿意度對本公司的利潤具有深遠影響。為了本公司的長遠持續發展，我們充分理解到必須努力建立客戶對我們的忠誠度，因為忠誠度正是我們戰勝競爭對手所需的必要條件。

與客戶建立關係的核心是我們強大而專業的銷售團隊，每天與客戶持續溝通。我們的銷售人員提出問題、針對或服務客戶需要，並協助客戶在知情的基礎上作出決定。

我們也設立了客戶服務熱線來與客戶保持溝通，透過為客戶提供有用資訊、處理客戶疑問及給予適當的建議來支援客戶。另外，香港生力也委派代表積極參與各個主要客戶組成的同業協會。

消費者

消費者從酒吧、餐廳、超級市場或士多等零售店購買本公司的產品。本公司主要透過其產品、推出市場推廣活動及運用公司製作的市場推廣材料，以告知消費者們產品資訊。消費者對公司產品的滿意度和喜愛度來自消費者的經驗和觀感，而滿意度和喜愛度則對產品的需求和銷量，以致公司的盈利能力產生巨大影響。

線上和線下廣告和宣傳活動是跟消費者互動的重要部分。本公司擁有一支專業市務團隊，確保公司在廣告和宣傳活動的資源投放能提升銷售。他們制定和製作相關信息並通過各種媒體進行傳達。此外，本公司擁有一支專門研究團隊，研究消費者的購買、飲用和感觀等模式。他們還監控本公司推行的各個項目的效能和效率。

With the advent of social media, the interaction between the Company and its brands with consumers has become more prevalent. Consumers can easily express their perceptions and opinions on specific topics concerning the Company or its brands in the Company's social media pages; and even participate in discussions with other consumers. Consumers also communicate directly with the Company through its website and general inquiries hotline.

SUPPLIERS AND CONTRACTORS

SMBHK believes in evaluating the capabilities of our suppliers and contractors to determine if they are able to meet the requirements and needs of the Company. Our focus is to develop collaborative, mutually beneficial business relationships with strategic suppliers and contractors to achieve greater and/or higher levels of efficiency, and economic and competitive advantage.

Apart from the multiple interactions over time with our suppliers and contractors through face-to-face meetings and/or electronic means, all of the Company's active strategic suppliers[1] were asked to declare any material non-compliance with applicable laws and regulations concerning labour practices, ethical conduct, health and safety, environmental protection; and responsibility, transparency and accountability in 2020. These same suppliers were also asked if they have any suggestions or questions regarding the Company's ESG aspects. Furthermore, the Company has a supplier assessment system for key partners where higher level and more detailed feedback are communicated on an annual basis.

GOVERNMENT AND OTHER REGULATORS

We understand the importance of engaging the government and other regulators in positive communication to make certain that the Company is in compliance with all relevant local laws, rules, regulations and standards. This, in return, facilitates the continuous grant of specific licenses and permissions.

SMBHK is also actively in consultation with the government in the area of policy and regulatory framework development that relates to the beer industry. We participate through conducting meetings with government agencies and/or legislators; and joining government initiatives, and regulation and policy working groups.

INDUSTRY AND PROFESSIONAL ORGANIZATIONS AND NGOS

SMBHK participates actively in industry and professional organizations that are relevant to its local operations and industry.

供應商與承包商

香港生力相信評估供應商和承包商的能力可確定他們是否達到本公司的要求和滿足本公司需求。我們的工作重心是與策略性供應商及承包商發展協作的、互利的業務關係，以取得更大和／或更高水平的效率，以及經濟和競爭優勢。

除了透過面對面會談和／或電子媒介跟供應商和承包商進行多元互動，本公司所有活躍策略性[1]供應商於二零二零年均被要求申報在勞工待遇、道德行為、健康和安全、環境保護的法律及法規有否出現重大違規情況，以及了解他們的責任、透明度和問責情況。這些供應商亦被詢問對本公司的ESG事宜有否任何建議或問題。此外，本公司亦每年對主要供應商進行評估，從而深化雙方面的溝通及得到更詳細的反饋。

政府與其他監管部門

我們明白與政府和其他監管部門積極交流對本公司遵守所有相關的本地法律、規則、法規和標準是非常重要。這有助於政府和監管部門繼續批出特定牌照和准許。

香港生力也積極跟政府磋商有關啤酒行業的政策和規管架構的制定事宜。我們直接與政府機構和／或立法者會面，以參與政府提案、監管和政策工作小組的工作。

行業和專業及非政府機構

香港生力積極參與與本地營運及行業相關的行業和專業機構。

[1] To be considered an active strategic supplier, the supplier (1) should be an actual supplier of the Company in 2020 or a prospective supplier of the Company with whom the Company foresees that it will have business within the next 3 years; and (2) is deemed by the Company to have contributed in 2020, or will contribute value in the future, to the chain of activities that the Company performs in order for the Company to deliver quality products to its market.
要被視為活躍策略性供應商，此供應商 (1) 應為二零二零年本公司的供應商，或預計在未來三年將會跟本公司有業務來往的潛在供應商；及 (2) 對於本公司供應優質產品到市場的過程中有價值貢獻（於二零二零年內已有或在將來會有價值貢獻）。

As an active member of these organizations, SMBHK shares expertise and knowledge on best practices that will benefit the industry as a whole and assist in raising industry standards. Also, through active partaking, SMBHK is kept abreast of issues and best practices in the industry. This provides us the knowledge and understanding through which we can contribute to and influence public policy positions.

A few of the many industry and professional organizations that SMBHK is a member of are:

- Hong Kong General Chamber of Commerce (HKGCC), the oldest business organization in Hong Kong, whose mission is to promote, represent and safeguard the interests of the Hong Kong business community.
- The Hong Kong Food, Drink & Grocery Association (FDGA), an industry-issues driven association that was established to provide a forum for companies active in manufacturing, importing, marketing and distribution of branded food, drink or grocery products in Hong Kong. SMBHK chairs the organization.
- The Hong Kong Beverage Association Limited (HKBA), an industry organization covering major manufacturers and/or distributors of beverages based in Hong Kong. It is a member of the International Council of Beverages Association (ICBA), which represents the interests of the international beverage industry before the Codex Alimentarius Commission and other global organizations.
- Hong Kong Forum for Responsible Drinking (FReD), a coalition formed by the major companies engaged in the importation and sale of beer, spirits and wine in Hong Kong, with the aim to provide a platform for the alcoholic beverage industry to engage the Government, lawmakers, catering trade, consumers and other stakeholders on initiatives to promote responsible drinking in Hong Kong. SMBHK was the Vice Chair of the organization.



- The Hong Kong Institute of Human Resource Management (HKIHRM), the most representative human resource management professional body in Hong Kong with the mission to develop, maintain and enhance professional human resource management standards through its members and partners, and to increase the value and influence of the human resource management profession.

香港生力作為這些機構的活躍成員，積極分享有利於行業整體發展和有助於提高行業標準的專門技術和最佳常規的知識。同時，香港生力透過積極參與，了解到行業的最新情況和最佳常規。這樣給予我們的知識和理解，讓我們可以就公共政策定位作出貢獻並帶來影響。

香港生力參與的部份行業和專業機構如下：

- 香港總商會（「HKGCC」），香港成立時間最長的商業機構，肩負著推動、代表和保護香港商界社會利益的使命。
- 香港食品、飲料及雜貨協會（「FDGA」），一家由行業議題推動而成立的協會，致力為在香港活躍於製造、進口、推廣和分銷品牌食品、飲品或雜貨的公司提供一個平台。香港生力為協會執行委員會之主席。
- 香港飲品商會有限公司（「HKBA」），一家涵蓋香港主要的飲品製造商和／或分銷商的業界組織，乃International Council of Beverages Association（「ICBA」）的成員。ICBA在國際食品法典委員會及其他國際性組織中代表國際飲品行業的利益。
- 香港理性飲酒促進會（「FReD」），一個由從事在香港進口和銷售啤酒、烈酒和餐酒的主要企業組成的聯盟，致力為酒精飲品行業提供一個平台，以便令政府、立法者、餐飲業、消費者和其他持份者參與和香港的理性飲酒有關的提案。香港生力曾為該組織的副主席。
- 香港人力資源管理學會（「HKIHRM」），香港最具代表性的人力資源管理專業機構，通過其成員和合作夥伴肩負著發展、維持和提高專業人力資源管理標準，以及提高人力資源管理專業的價值和影響力的使命。

COMMUNITY

The Company is committed to being an active and supportive member of the community. Our engagement with the community ranges from the immediate district to the wider city-level where our brewery is located. Our commitment is exercised at the Company level and employee level. At the Company level, SMBHK engages in two-way communications with key charitable and non-governmental organizations to understand their needs and how the Company's support is or will be utilized. At the employee level, their involvement is encouraged, and such voluntary participation leads to awareness, engagement and better understanding of the support the community needs.

MEDIA

SMBHK monitors how the different ESG aspects of the Company are perceived by the media and how they may be communicated to the public. These insights are provided to our executives based on their functions and needs so as to ensure that they are taken into consideration in the decisions made for greater understanding and balance.

During the Company's annual general meeting in 2020, questions from the media were taken in writing, instead of the usual face-to-face question-and-answer, to manage risks arising from Covid-19. Questions relating to the Company's performance received from the media via email on or before 4pm on the day of the annual general meeting were replied to by the Company before 6pm on the same day to ensure that the Company's position is understood with clarity. On the other hand, questions received after 4pm were replied to by the Company before the end of the following business day.

In addition to the foregoing, several channels are also provided so that the media may engage the Company whenever the need arises.

社區

本公司致力成為一個活躍及支持社區的一份子。我們參與的社區範圍由啤酒廠所在的鄰近社區覆蓋至更廣泛的所在城市。我們透過公司和僱員兩個層面來實踐我們的承諾。在公司層面，香港生力與主要的慈善機構和非政府組織互相交流，了解他們的需要和他們如何運用本公司所給予的支持。在僱員層面，本公司積極鼓勵僱員參與，而僱員的義務參與有助他們認識、投入以及更了解社區所需。

傳媒

香港生力監測傳媒如何看待本公司在ESG方面的工作，以及傳媒如何就本公司有關方面的訊息傳達給公眾。這些見解會因應需要向本公司相關職能的管理人員傳達，確保他們在決策時作出充分考慮以達到更佳的理解及平衡。

在二零二零年的股東周年大會中，傳媒的問題以書面形式收集，取替以往的面對面問答形式，以應對2019冠狀病毒病帶來的風險。在股東周年大會當天下午四時或之前通過電郵從傳媒收到關於公司業績的提問，本公司將在同日下午六時前回覆，以確保公司的立場被清晰了解。而當天下午四時後所收集到的問題，本公司則於下一個工作天結束前回覆。

除上述以外，本公司還提供其他渠道以便傳媒在需要時聯繫我們。

ESG DISCLOSURE
環境、社會及管治披露

ENVIRONMENTAL
環境

Emissions

The Company endeavors to continually improve the management of its operations to prevent pollution and minimize waste.

The Company has an anaerobic wastewater treatment plant which improves the properties of the Company's wastewater in order to ensure that the said wastewater is safely discharged.

In the past, the Company uses diesel and biogas generated from its anaerobic wastewater treatment plant for its boiler to reduce the use of fossil fuel. In 2019, the Company reviewed this practice and used diesel solely for its boiler. The result showed an increase in fuel efficiency. Since biogas was not used, it is then further processed in order that it is safely discharged. The net effect of the use of diesel as a replacement for biogas in boilers, including the energy required to further process the biogas, shows an efficiency gain that is equivalent to 97,952 liters of diesel and is projected to have reduced greenhouse gas emission by 257 tonnes in 2020.

The Company modified the water system in the brewhouse in 2016. The modification allowed the water for the wort cooling process to be sourced from a tank with a lower temperature, which saves on the refrigeration load. In 2020, this initiative has reduced the Company's use of electricity by 191,893 kW h, and averted 237 tonnes of CO_2 emission.

SMBHK joined the Hong Kong government's Food Waste Recycling Partnership Scheme and has started to deliver spent grains and yeast to the Organic Resources Recovery Centre (ORRC) in July 2018 to reduce landfill loading and carbon emission and generate energy. A total of 4,437 metric tonnes of spent grains and yeast were delivered to ORRC in 2020, which was equivalent to CO_2 emission reduction of around 2,662 tonnes. Furthermore, the Company participated in contributing its spent grains to the Jockey Club "Field So Good" Community Program, which is organized and led by the School of Life Sciences in The Chinese University of Hong Kong starting October 2019. The spent grains are used for the production of high quality compost that are offered free of charge to local farmers and growers to highlight the development of local organic resource recycling.



排放物

本公司致力持續改善其營運管理以避免污染，並將廢物量降到最低。

本公司擁有一所厭氧廢水處理設備用以改善廢水的屬性，確保上述廢水會安全排放。

本公司的鍋爐過往使用柴油和從厭氧廢水處理設備中產生的沼氣為燃料，以減少使用化石燃料。於二零一九年，本公司重新審視此處理方法，並改以使用柴油作為鍋爐的燃料。結果顯示燃料使用效率有所上升。由於沼氣並沒有使用，它其後會經處理以被安全排放。於二零二零年，在鍋爐中以柴油取代沼氣的淨值效應，包括把後期處理沼氣所需的能源計算在內，顯示效率提升相等於97,952公升柴油，而推算將溫室氣體的排放降低了257噸。

二零一六年，我們調整了啤酒廠的水力系統，從較低溫的水箱中引水冷卻麥汁，以減輕冷卻負荷。於二零二零年，此措施令本公司的耗電量降低了191,893千瓦時，並減少了237噸的二氧化碳排放。

香港生力參與了香港政府的廚餘循環再造合作計劃，並已於二零一八年七月起把麥渣和已使用的酵母送往有機資源回收中心（「ORRC」），以減低堆填區的壓力及碳排放，和生產能源。於二零二零年，一共4,437噸的麥渣和已使用的酵母已運到ORRC，即減少了相當於約2,662噸的二氧化碳排放。另外，本公司參與了由香港中文大學生命科學學院於二零一九年十月起組織及主辦的賽馬會「好壤」城市有機堆肥計劃，提供麥渣用作日後生產高質有機堆肥產品，再免費送贈予本地農夫和耕作者，以表現對本地有機資源回收的關注。

In addition, SMBHK continues to replace forklifts powered by LPG with electric forklifts. This initiative, which started in 2017, has an equivalent greenhouse gas emission savings of around 28 tonnes in 2020.

SMBHK has no material non-compliance on applicable laws and regulation in relation to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous wastes.

此外，香港生力繼續以電子鏟車取代以液化石油氣發電的鏟車。這措施始於二零一七年，並於二零二零年減少了相當於約28噸的溫室氣體排放。

香港生力在廢氣、溫室氣體排放、水和土地方面的排污，以及有害及無害廢棄物的產生方面不存在任何重大違規情況。

	2016	2017	2018	2019	2020
Air Emissions (Tonnes) 廢氣排放（噸）					
CO_2 二氧化碳	15,718	15,611	15,646	15,566	15,501
CH_4 甲烷	0.06	0.07	0.06	0.05	0.05
NO_X 氮氧化物	0.02	0.03	0.03	0.02	0.02
SO_X [2] 硫氧化物[2]	0.02	0.02	0.02	0.02	0.02
Greenhouse Gas Emission (Tonnes) 溫室氣體排放（噸）					
CO_2 二氧化碳	15,728	15,622	15,657	15,575	16,211
Hazardous Waste Produced (Tonnes) 產生的有害廢棄物（噸）	2.0	2.1	2.0	2.1	2.1
Hazardous Waste Produced Per $ Revenue (Grams) 每元收入產生的有害廢棄物（克）	0.005	0.005	0.003	0.003	0.003
Non-Hazardous Waste Produced (Tonnes) [3] 產生的無害廢棄物（噸）[3]	7,228	6,831	6,743	7,245	7,311
Non-hazardous Waste Produced Per $ Revenue (Grams) 每元收入產生的無害廢棄物（克）	18.6	17.3	10.71	11.52	12.12

The Company endeavors to continually reduce both hazardous and non-hazardous wastes, and ensure their proper handling by contracting only Hong Kong government-licensed waste collectors.

The Company will keep emissions to a minimum taking into account its operations capabilities, and will continually look for ways to further minimize emissions while ensuring efficiency, effectiveness, and security for contingency.

本公司致力持斷減少有害與無害廢棄物，只僱用香港政府發牌許可的持牌廢物回收商，以確保這些廢物得到妥善處理。

本公司將繼續根據營運能力把排放物保持在最低水平，並繼續尋求方法以確保效率、效益的同時進一步降低排放物；及確保安全，以免意外發生。



2 Revised data for SOx (sulfur oxide) emissions from 2016 onward due to misplacement of emission factor by 1 decimal point. Recalculation resulted in an increase of SOx air emission by 1 decimal point, but did not result in significant change in trend.
二零一六年開始的硫氧化物排放數據因 1 個小數點錯位而經修訂。經重新計算後，硫氧化物的廢氣排放增加了 1 個小數點，但並沒有明顯影響數據的趨勢走向。

3 In the last five years, approximately 94-97% of the Non-Hazardous Waste are spent grains. Spent Grains are the leftover malt and adjuncts after the mash has extracted most of the sugars, proteins, and nutrient.
在過去五年，大約 94-97% 的無害廢棄物為麥渣。經糖化後提取大部分糖份、蛋白質及營養，剩下的麥芽和輔料便是麥渣。

Use of Resources

SMBHK endeavors to continually improve the proper management and usage of the different resources not only to reduce operating costs, but also to reduce the effect of the usages to the environment. The Company is also committed to continuously train and encourage all our employees to be more environmentally conscious.



Water is a major material in the production of beer and the Company subscribes to the Water Supplies Department of Hong Kong whose main sources of water are rainwater from natural catchment and the supply from Guangdong. While there is no issue in sourcing, the Company employs several water recovery programs. Water recovery programs can provide additional water for productive and environmental purposes, while reducing the overall costs to the Company. Some initiatives include the water recovery of clean-in-place (CIP) final rinsing water during cleaning for re-use as pre-rinse in the subsequent CIP maintenance period in which the Company saved an estimate of 2,453 m^3 of water in 2020; and the water recovery of cans rinsing water as heat transfer medium in the pasteurization process in which the Company saved an estimate of 400 m^3 of water in 2020.

資源使用

香港生力致力持續改善對不同資源的管理及使用，以降低營運成本，並減少資源使用對環境的影響。本公司同時致力於持續培訓及鼓勵所有僱員以提高其環保意識。

水是啤酒生產中一項重要的材料，本公司主要從香港水務署（其主要水源是來自自然集水區以及廣東的供水）取得水源。雖然水源供應不存在任何問題，本公司仍實施數項重用水源的項目。重用水源的項目在降低本公司的總成本同時，亦提供了富生產力又環保的額外水源。重用水源的項目包括在清洗期間將最後一次的現場清洗水（CIP）重複使用，用作其後的現場清洗保養，預沖洗時用；此措施令本公司於二零二零年節省約2,453立方米的水；同時清洗罐裝的水，在巴氏消毒流程中重用，作傳熱媒介，此措施令本公司於二零二零年節省約400立方米的水。

	2016	2017	2018	2019	2020
Energy Consumption 能源耗量					
Electricity ('000 Kilowatt-Hour) 電力('000千瓦小時)	8,394	8,128	8,193	8,295	8,726
Petrol ('000 Liters) 汽油('000公升)	7.9	10.4	9.4	6.3	5.1
Diesel ('000 Liters) 柴油('000公升)	1,332	1,333	1,502	1,500	1,583
Bunker Fuel ('000 Liters) 燃料艙燃料 ('000公升)	0	0	0	0	0
LPG ('000 Kilogram) 石油氣('000千克)	17.4	21.6	19.4	13.5	12.4
Energy Consumption Per $ Revenue 每元收入能源耗量					
Electricity (Kilowatt-Hour) 電力(千瓦小時)	0.0	0.02	0.01	0.01	0.01
Petrol (Milliliters) 汽油(毫升)	0.02	0.03	0.01	0.01	0.01
Diesel (Milliliters) 柴油(毫升)	3.42	3.38	2.38	2.39	2.62
Bunker Fuel (Milliliters) 燃料艙燃料(毫升)	0	0	0	0	0
LPG (Grams) 石油氣(克)	0.04	0.05	0.03	0.02	0.02
Water Consumption (Cubic Meter) 水耗用量(立方米)	277,595	274,562	274,004	279,011	291,527
Water Consumption Per $ Revenue (Cubic Centimeter) 每元收入水耗用量(立方厘米)	712.3	696.3	435	444	483
Packaging Material Used (Tonnes) 包裝物料用量(噸)	7,868	8,201	8,845	8,713	8,726

The Company targets to continually improve its energy use efficiency not only to reduce operating cost, but also to reduce the effect of the usages to the environment.

本公司的目標是持續提升其能源使用效率，除了可以降低營運成本，還可以減低對環境造成的影響。

The Environment and Natural Resources

SMBHK strives to minimize the impact of its business on the environment and natural resources, as well as manage its operations to prevent pollution and minimize waste. It works with suppliers and contractors to ensure that they also understand the importance of environmental protection.

A situation identified by the Hong Kong government as having a significant impact to the environment is the waste problem of glass beverage bottles. Currently, a significant volume of glass containers end up in the landfill. The Hong Kong government is introducing a producer responsibility scheme (PRS) not only to save Hong Kong's limited landfill space but also help Hong Kong turn waste into a resource. The Company has been in frequent communication with the government on its implementation of the PRS with focus on operational efficiency and effectiveness of execution.

While the Company sells beer in glass bottles, it is important to note that they comprised only 13% of the Company's local sales in 2020. Eighty-five percent (85%) of the Company's local sales in 2020 was in aluminium cans, which are rarely found at Hong Kong landfills. This is due to the active private market that recovers used aluminium cans at viable prices and facilitates their eventual recycling. Also rarely found at Hong Kong landfills are beer kegs as they have long reusable life and are traded for recycling at the end of their useful life. The Company has a big population of kegs in the market and they account for 2% of local sales.

Through the HKBA, the Company participated in the Single-Use Beverage Packaging Working Group (a cross-sector working group), which advances the core concept of shared responsibility when addressing single-use beverage packaging and the position that Hong Kong should adopt comprehensive solutions to reduce single-use beverage packaging from going to waste. These solutions include moving beverage packaging away from a linear production and waste disposal system to a circular system where used beverage packaging has a market value that incentivizes collection, recycling and reuse. The Company is committed to continuously explore more sustainable packaging materials and alternatives.

環境及天然資源

香港生力致力將我們的業務對環境及天然資源的影響減至最低，以及管理其營運方式以防止污染並將廢棄物降到最少。我們與供應商及承包商合作，確保他們明白環境保護的重要性。

飲品玻璃樽的廢棄問題是被香港政府確認對環境影響一個重大的議題。現時，大多數的玻璃容器會送到垃圾堆填區處理。香港政府目前計劃推行生產者責任計劃（「PRS」），這不僅減少佔用香港有限的垃圾堆填區空間，亦有助香港將廢棄物轉化為資源。本公司積極就計劃的營運效率和實施成效，與政府進行頻繁的交流。

雖然本公司採用玻璃樽銷售啤酒，但值得注意的是，玻璃樽裝啤酒的銷量在本公司二零二零年的本地銷量中僅佔13%。二零二零年，本公司85％本地銷售的啤酒是來自鋁罐包裝，而這類包裝很少出現在香港的垃圾堆填區。這全賴於活躍的自由市場，以可行的價格回收廢棄的鋁罐並最終推動此類鋁罐的循環再造。同樣甚少出現在香港的垃圾堆填區的是可多次循環使用的啤酒桶，它最終亦可以以買賣回收，循環再造。本公司在桶啤市場佔一大份額，而桶啤只佔我們本地銷量2％。

透過香港飲品商會有限公司（「HKBA」），本公司參與了一次性飲品包裝工作小組（一個跨界別的工作小組）。該小組致力提倡處理一次性飲品包裝的共同責任的重要概念，並建議香港應採納全面的方案去減低一次性飲品包裝造成的廢棄物。有關方案包括把飲品包裝從綫性生產和廢物處置系統轉為循環系統。而在這循環系統中，已使用的飲品包裝具有市場價值，可以激勵回收、循環及再用。本公司也致力繼續發掘更多可持續的包裝物料和可替代的方案。

Climate Change

The issue concerning climate change has been pushed to the forefront in the recent decade. Climate change causes fresh water shortages which in return will alter the ability to produce food. This could affect the availability and prices of the Company's raw materials.



Climate change could also cause higher frequency of extreme weather events which in return may increase the number of deaths and damages from floods, storms and heatwaves. Extreme weather causing flood in lower grounds of the brewery has impacted the Company in the past and the Company has taken steps to be more prepared in dealing with it in the future. Another possible effect of extreme weather is the shortage of the Company's raw materials e.g., malt and hops. To address this, the Company has reduced its single-origin reliance and has sourced from multiple origins to ensure consistency of supply.

The Company endeavors to ensure that climate change is considered in all aspects of its planning, short-term or long-term, to manage its impacts in the Company's operations.

氣候變化

在最近十年中，與氣候變化相關的議題經常被推到最前沿。氣候變化導致淡水短缺，繼而影響生產食物的能力。這最終會影響本公司的原材料供應和價格。

氣候變化還會增加極端天氣出現的頻率，繼而提升由洪水、風暴和熱浪造成的死亡和破壞數字。過往極端天氣曾在我們啤酒廠的低處造成洪水，影響本公司運作。其後，我們為未來應對洪水的工作作好準備。極端天氣帶來的另一個潛在影響是導致本公司的原材料短缺，例如麥芽和啤酒花。因此，本公司已減少倚賴單一來源，並從多個來源進行採購，以確保供應的連貫性。

本公司致力確保在短期或長期規劃中已把將氣候變化納入考慮，以控制氣候變化對本公司營運構成的影響。

SOCIAL
社會

EMPLOYMENT AND LABOUR PRACTICES
僱傭及勞工慣例

Employment[4]

As of December 31 2020, SMBHK employed 233 people with 96% of them under permanent employment. We recognize that our success is driven by the contribution of each of our employees, and by having the workforce with the right skills, commitment and motivation. 56% of SMBHK's workforce are between 30 to 50 years old and the average age of the workforce in 2020 was 42.9. On the average, the employee turnover rate of SMBHK is 10% in 2020, with the highest rate amongst the employees who are below 30 years old.

SMBHK recruits and promotes employees based on their suitability for the position and their potential to contribute to the Company. We are committed to promote our employees' material well-being by offering competitive remuneration and benefit packages commensurate with the industry standards and which comply with applicable law. We remunerate according to the skills and performance of our employees within the context of local competitive conditions and performance of the company. We offer benefits according to what is being practiced in the market; and help our employees build financial provisions for their retirement according to local laws.

僱傭[4]

截至二零二零年十二月三十一日，香港生力僱用了233名僱員，當中96%的僱員屬於全職僱用。我們明白我們的成功是來自各僱員的貢獻，並與各僱員擁有合適的工作技能、承諾和推動力是不可劃分的。二零二零年，56%的僱員的年齡在30至50歲之間，僱員平均年齡為42.9歲。平均計，香港生力的僱員流失率為10%，最高流失率主要集中在30歲以下的僱員。

香港生力根據僱員對職位的合適性及他們對公司作出貢獻的潛質進行招聘及晉升。我們按適用的法律提供符合行業標準並具有競爭力的薪酬和待遇，積極推動僱員擁有高質素的生活水平。我們按本地競爭環境及公司表現就僱員的技能和表現給予報酬。我們亦按市場慣例提供福利，並根據本地法律就僱員退休提供財政儲備。

[4] Number of employees or workforce includes permanent employees and fixed contract employees (i.e. employees with fixed contract of more than 3 months). Given that SMBHK is reporting in relation to its Hong Kong operations, the Company does not see it as material to report "geographical region" breakdowns of its employment data.
僱員人數或勞動力包括全職僱員及長期合約僱員（即合約期超過三個月的僱員）。鑑於香港生力在此報告其香港業務，因此本公司認為按地理區域而滙報其就業數據並不太重要。

SMBHK supports and encourages an environment where everyone can freely communicate their opinions and suggestions, and where a wide range of visible and invisible differences that exist among its employees can co-exist and are treated fairly and respectfully.

香港生力支持及鼓勵建構一個所有人可以自由溝通及表達意見和建議的環境，能讓彼此間不同有形和無形的差異共存，並能夠獲公平及尊重地對待。

We do not tolerate harassment or discrimination on the basis of race, colour, national or ethnic origin, sex, pregnancy or marital status, age, disability, religion, sexual preference, or such other characteristics specified under relevant and applicable local legislations.

我們絕不容忍基於種族、膚色、國籍或種族出身、性別、懷孕與否或婚姻狀況、年齡、殘障、宗教、性取向，或某些其他相關適用的本地法例規定的特徵而引起的騷擾或歧視。

Each employee is afforded the opportunity to explain in case of dismissal and is treated in a just and dignified manner during investigations. SMBHK takes appropriate measures to ensure that the rights of its employees are protected.

當僱員被解僱時，他們均擁有解釋的機會，並會在調查期間獲得公平和嚴肅的處理。香港生力採取適當的措施確保僱員的權利獲得保障。

SMBHK strives to exceed local applicable requirements in relation to wage protection, rest days, holidays with pay, paid annual leave, sickness allowance, maternity protection, severance payment, long service payment, employment protection, termination of employment contract; and protection against anti-union discrimination.

香港生力致力在工資保障、休息日、帶薪假期、有薪年假、疾病津貼、生育保障、遣散費、長期服務金、職業保障、僱傭合約終止，以及保護反對工會歧視方面提供超出本地適用要求的更佳條件。

SMBHK became a signatory to the Good Employer Charter 2020 of the HKSAR Labour Department. As a signatory, SMBHK pledged to adopt employee-oriented good human resources management practices to empathically consider the family role of their employees and suitably adopt family-friendly employment practices.

香港生力簽署了香港勞工處的《好僱主約章2020》。作為簽署方，香港生力承諾採用以僱員為本的良好人事管理措施，並把僱員的家庭角色納入考慮，適切地採納家庭友善僱傭政策。

In recognition of the Company's commitment to building a culture of a happy workplace and improving the happiness level of Hong Kong people at work, the Company was awarded with the "Happy Company" label in 2020 by the Promoting Happiness Index Foundation and the Hong Kong Productivity Council.

本公司於二零二零年獲得由香港提升快樂指數基金及生產力促進局頒發的「開心企業」標誌，以表揚本公司對推動快樂工作文化和提高香港人的工作快樂水平的貢獻。





SMBHK has no material non-compliance with applicable laws and regulations on compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and benefits and welfare for the year 2020.

二零二零年，香港生力在補償及解僱、招聘及晉升、工作時數、休息日、平等機會、多樣性、反歧視，以及福利的適用法律及法規上沒有任何重大違規情況。

TOTAL WORKFORCE 總僱員人數	2016	2017	2018	2019	2020
Gender 性別					
Male 男性	154	153	153	144	143
Female 女性	83	87	90	92	90
Employment Type 僱員類別					
Permanent 全職	231	233	235	228	224
Fixed Contract 長期合約	6	7	8	8	9
Age Group 年齡組別					
Below 30 30歲以下	30	41	42	34	32
30 to 50 30至50歲	158	147	140	134	130
Over 50 50歲以上	49	52	61	68	71
TOTAL 總人數	**237**	**240**	**243**	**236**	**233**

EMPLOYEE TURNOVER RATE 僱員流失率	2016	2017	2018	2019	2020
Gender 性別					
Male 男性	30%	21%	18%	28%	10%
Female 女性	16%	26%	16%	14%	10%
Age Group 年齡組別					
Below 30 30歲以下	59%	42%	38%	50%	33%
30 to 50 30至50歲	21%	23%	17%	21%	8%
Over 50 50歲以上	16%	10%	4%	9%	3%
TOTAL 總人數	**25%**	**23%**	**17%**	**23%**	**10%**



Health and Safety

健康與安全

As part of its policies, SMBHK is committed to the safety and well-being of its employees. It regards safety and health of its employees as integral parts of its daily operations as well as planning and execution processes, that contribute to the success of its business. It shall implement practical means not only to comply with the legal requirements relating to health and safety, but also to prevent injury to its employees and customers to ensure a safe, healthy, and productive work environment and the manufacture of products that are safe for human consumption.

作為其政策的一部分，香港生力致力保障僱員的安全與福祉。香港生力把僱員的安全與健康視為達致業務成功、日常營運、計劃和執行過程中不可或缺的一部分。我們應採取切實可行的方法，不僅是遵守安全與健康相關的法例要求，也要避免對僱員和客戶造成損傷，以確保一個安全、健康和具生產力的工作環境，及所生產的產品是人類可安全食用的。

The Company has a comprehensive health and safety manual which contains the Company's safety policy and its guidelines and procedures in order to create a healthy and safe environment. The Company has a Safety Council representing the management and a safety committee representing the employees to ensure effective communication, monitoring of compliance, and regular review of safety measures, and to establish immediate and long-term action plans when work accidents occur. The Safety Council is composed of three groups: operations department, logistics department and all other departments. In 2020, improvements were fully-

本公司擁有一套全面的健康及安全手冊，包含本公司的安全政策以及其準則和程序，以創建一個健康和安全的環境。本公司有一個代表管理層的安全議會，及一個代表僱員的安全委員會，以確保有效的溝通、監督是否合規、定期檢討安全措施，並在發生工傷事故時制定即時和長期的行動計劃。安全議會由三個小組構成：生產部、物流部及其他部門。安全議會於二零二零年全面實施改善措施，為三個組別各指派一名安全主管和一名安全顧問，以加強在健康及安全事故的問責。另外，透過

implemented by the Safety Council wherein it designated a Safety Head and a Safety Advisor for each of the three groups to increase accountability for safety and health. Also, the different elements of the safety management system e.g., safety training, safety inspection, accident/incident investigation, emergency preparedness, etc., were emphasized by assigning champions to ensure expertise and advocacy.

指定負責人來確保專業性和倡議工作，以強調在安全管理系統中的不同要素，例如安全培訓、安全檢查、意外／事故調查、應急準備等。

In accordance with the Factories and Industrial Undertakings (Safety Management) Regulations, the Company appointed a Labour Department-approved Registered Safety Auditor to conduct safety audits every 12 months. In the safety audit conducted in 2020, there were no violations found and there were 5 minor improvement points recommended by the auditor.

根據《工廠及工業經營（安全管理）規例》，本公司每十二個月委任一名勞工處認可的註冊安全審核員進行安全審核。而在二零二零年進行的安全審核中未有發現違規情況，而審核員只提出五個稍作輕微改善的建議。

SMBHK has no material non-compliance with applicable laws and regulations relating to health and safety for the year 2020.

二零二零年，香港生力在健康與安全的相關適用法律和法規上並未出現任何重大違規情況。

Number and Rate of Work-Related Fatalities 因工作關係而死亡的人數及比率	2016	2017	2018	2019	2020
Number 人數	0	0	0	0	0
Rate 比率	0%	0%	0%	0%	0%

SMBHK continued to have no work-related fatality in 2020. Meanwhile, the lost days due to injury in 2020 of 322 days have dropped by 66% when compared to the lost days due to injury in 2019 of 934 days. Of the total lost days in 2020 of 322 days, 41% was due to accidents that happened in 2020, while 59% was due to accidents that happened prior to 2020.

二零二零年，香港生力持續沒有因工作關係而死亡的事件。二零二零年因工傷損失的工作日數為322天，比二零一九年下降66%。二零二零年損失的總工作日數為322天，有41%是來自二零二零年發生的意外，而59%則來自二零二零年之前發生的意外。

LOST DAYS DUE TO INJURY 因工傷損失工作日數	2016	2017	2018	2019	2020
Number 日數	440	345	679	934	322



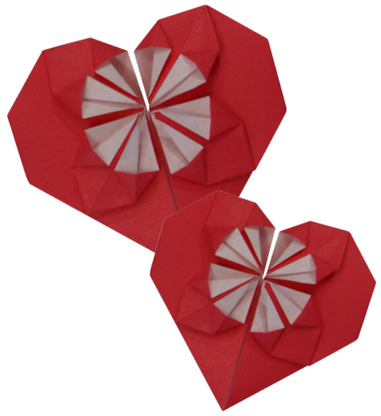


Below are some of the key occupational health and safety measures that the Company has adopted.

- All employees are advised by their supervisors of the following safety precautions relating to their job or environment:-
  - Offices — Location of fire extinguishers, fire exits and fire alarms; evacuation policy and procedure, etc.
  - Production — Proper handling of heavy objects; protection from malt dust, diatomite dust, slippery floor, noise, broken bottles, caustic, hot liquid and electrical shock; evacuation policy and procedure, etc.
  - Engineering — Proper handling of heavy objects; protection from cranes, abrasive wheel, electric shock and slippery floor; evacuation policy and procedure, etc.
  - Yard — Safe ways to drive forklifts, pallet height standards, protection from broken bottles, evacuation policy and procedure.
  - Sales — Proper handling of heavy objects and broken bottles, evacuation policy and procedure, etc.
- The Company provides safety equipment to employees whose jobs require them to work consistently in a hazardous environment.
- The Human Resources and Administration Department arranges employee safety license training programs on a periodic basis.
- The Human Resources and Administration Department and the Safety Council arrange employee awareness programs on, and programs promoting, occupational safety and health on a periodic basis.
- Direct supervisors, in consultation with department heads, managers or the safety council, investigate safety accidents and incidents, and propose areas for improvement. They also re-educate the relevant personnel through the use of case studies to prevent repetition and reinforce the concept of safety at work.
- Employees have the right to refuse to work in an unsafe environment where the safety protective equipment is insufficient for use. Employees can lodge a complaint with the Company following the Employee Grievance Procedure should they be penalized by their respective superiors for such refusal.

本公司採取的部份主要職業健康與安全措施如下：

- 所有僱員經各自主管通知以下與其工作或環境有關的安全保護措施：
  - 辦公室 — 滅火器、安全出口和火警警報器之位置；疏散政策和程序等。
  - 生產 — 搬運重物的適當程序、注意防範麥芽、砂藻土粉塵、濕滑地面、噪音、破碎玻璃瓶、腐蝕性及高溫液體和觸電的保護措施，以及疏散政策和程序等。
  - 工程 — 搬運重物的適當程序、注意防範起重機、砂輪、觸電和濕滑地面的保護措施，以及疏散政策和程序等。
  - 倉庫 — 安全駕駛鏟車的方法、托板的標準高度、防範碎玻璃瓶的保護措施，以及疏散政策和程序等。
  - 銷售 — 搬運重物及處理碎玻璃瓶的適當程序，以及疏散政策和程序等。
- 本公司為需要經常在危險環境中工作的僱員提供必要保護裝備。
- 人力資源及行政部定期為僱員安排受認可的安全訓練課程。
- 人力資源及行政部和安全議會定期為僱員安排參加安全意識項目，以及宣傳職業安全與健康的項目。
- 直屬主管會向部門主管、經理或安全議會磋商、調查安全事故和事件，以及提出可改善的地方。他們也會通過案例學習對相關人員進行再教育，以防止同樣的事故或事件重複出現，並以此加強安全作業的概念。
- 僱員有權拒絕在安全防護裝備不足的危險環境工作。若僱員因拒絕在危險環境下工作而受到其主管的懲罰，僱員可通過僱員申訴程序向本公司申訴。



Development and Training

The overall objective of SMBHK's training and development policy is to enhance and develop the employees' skills and knowledge which will enable them to more effectively perform their present function and to equip them for future requirements; and to ensure that the Company has effective manpower resources to meet its present and future business goals.

The Company has always recognized the role the workforce plays in the success of its overall performance, and as such, it invests in its people by ensuring that they are equipped with the necessary knowledge, skills and experience. We believe in investing resources in training, seminars, mentorship and team-building workshops to develop our employees, support their professional growth, and foster harmony in the organization.

The annual performance appraisal is conducted for all permanent employees. This provides an open communication between employees and their superior to assess their performance, personal and career development, and training progress. This is also the time when specific work objectives and improvement targets are set.

The Company provides, at its own cost, training which includes internal and external courses. To improve the quality of the training, the effectiveness of instructors or the choice of training providers, we solicit feedback and recommendations from participants by means of assessment forms. Some of the key training and development programs we had in 2020 are:

1. Frontline Sales Safety Briefing
2. Operations Safety License Training
3. Food Safety Training
4. Microsoft Online Tech Forum
5. SAP Training

發展及培訓

香港生力的培訓和發展政策的整體目標是增強和發展僱員的技能和知識，讓他們能夠更有效地履行現時的職責並為將來的需求做好準備；及確保本公司擁有有效的人力資源來實現其現在和未來的業務目標。

本公司一直明白人力資源在其總體績效成功中發揮的作用，因此我們投放資源培育人才，以確保他們配備必要的知識、技能和經驗。我們相信投放資源於培訓、研討會、師徒制和建立團隊精神研習會等方面能培育我們的僱員、支持其專業發展並促進公司內的和諧氛圍。

年度績效評估針對所有全職僱員。該評估為僱員和各自主管提供開放交流的機會，以針對績效、個人和事業發展，以及培訓流程作出評估。年度績效評估中同時也設定具體的工作目標和改善目標。

本公司自費為僱員提供內部和外部培訓課程。為提高培訓質素、確保培訓導師的效率或培訓供應商的選擇，我們透過評估表格徵詢參加培訓的僱員的評估意見和建議。二零二零年部份主要的培訓及發展項目包括：

1. 前線銷售人員安全簡介
2. 生產安全證書課程
3. 食品安全培訓
4. 微軟線上技術峰會
5. SAP培訓



PERCENTAGE OF EMPLOYEES TRAINED 受訓僱員百分比	2016	2017	2018	2019	2020
Gender 性別					
Male 男性	68%	93%	92%	78%	42%
Female 女性	48%	97%	94%	86%	36%
Employee Category 僱員類別					
Senior Employee (Grade 6 and above) 高級僱員（等級6及以上）	75%	99%	96%	94%	49%
Junior Employee (Grade 1 to 5) 初級僱員（等級1至5）	45%	90%	90%	67%	30%
TOTAL 整體受訓百分比	**61%**	**95%**	**93%**	**81%**	**39%**

AVERAGE TRAINING HOURS COMPLETED 平均受訓時數	2016	2017	2018	2019	2020
Gender 性別					
Male 男性	8.2	8.6	8.1	11.4	2.0
Female 女性	5.2	7.5	5.7	3.5	0.5
Employee Category 僱員類別					
Senior Employee (Grade 6 and above) 高級僱員（等級6及以上）	11.2	10.9	9.1	12.8	2.2
Junior Employee (Grade 1 to 5) 初級僱員（等級1至5）	2.9	5.3	5.1	3.5	0.6
TOTAL 整體受訓百分比	**7.2**	**8.2**	**7.2**	**8.3**	**1.4**

Labour Standards

Consistent with local labour legislation, the Company does not use child or forced labour in any form.

The Company defines child labour as the recruitment, hiring and employment of workers under the minimum legal working age of 15. For young workers, defined as a person of or over the age of 15 years but under the age of 18 years, the Company ensures that it follows the legal maximum working hours and working days set by the government. It is the Company's policy not to allow young workers to work overtime, at night, during rest days, statutory holidays, or in hazardous jobs.

The Company defines forced labour as situations in which persons are coerced to work through the use of violence or intimidation, or by more subtle means such as repayment for accumulated debt, retention of identity papers, or threats of denunciation to immigration authorities. It is the Company's commitment to only work with licensed labour agencies or brokers who comply with all applicable local laws.

SMBHK has no material non-compliance with applicable laws and regulation on child and forced labour for the year 2020.

勞工標準

與本地勞工法例一致，本公司反對以任何形式使用童工或強制勞工。

童工定義為招聘、僱用及聘請年齡低於最低合法工作年齡15歲的僱員。年輕的僱員，意指年齡多於15歲但少於18歲，本公司會確保依據政府制定的合法最高工時及工作日數。本公司的政策亦列明不容許年輕僱員超時工作、在晚間、休息日、法定假期工作或執行有危險的工作。

強制勞工定義為該人士受到暴力或脅迫，或透過較微妙的手段，例如償還累積的債務、扣留身份證明文件或威脅到入境機關告發，而強制工作。本公司承諾只會與符合所有適用本地法律的持牌勞工公司或中介人合作。

二零二零年，香港生力在童工及強制勞工的適用法律及法規上並未出現重大違規情況。



OPERATING PRACTICES

Supply Chain Management

SMBHK is committed to source goods and services from suppliers who share its core values and integrate them into their own operations. To this end, SMBHK works to build relationships with suppliers who cultivate safe working environments, promote dignity and respect for their employees, and advance responsible environmental practices. To ensure that its suppliers conduct their businesses consistent with SMBHK's principles and values, SMBHK has adopted and published a Supplier Code of Conduct in 2015, which outlines the standards that SMBHK expects its suppliers to espouse. The details of the Supplier Code of Conduct can be viewed in the Company's website.

In 2020, to manage and/or identify environmental and social risks along the supply chain, the Company actively communicated with all of its active strategic suppliers to ensure that they are aware of the Company's Supplier Code of Conduct and that they are expected to follow and be guided by it.

The Company's active strategic suppliers were also asked to declare any material non-compliance with applicable laws and regulations concerning labour practices, ethical conduct, health and safety, environmental protection; and responsibility, transparency and accountability. None of the strategic suppliers who responded, representing 78% of the Company's total value of materials and services purchased from its active strategic suppliers, declared any material non-compliance.

Additionally, major active strategic suppliers of the Company are required to undergo assessment and screening in order to be accredited. The Company's accreditation process is composed of stages which involve a comprehensive evaluation of the supplier's sustainability profile, product offering, client list and geographic coverage, technical aspect of the supplier's operations, and on-site audit to inspect the supplier's production process, working conditions, quality assurance systems, actual transportation systems and environmental controls. Products produced by the supplier are also required to go through various tests under different conditions in the Company's facility. It is only when a supplier passes these stages and tests that they are then accredited to become the Company's supplier.

營運慣例

供應鏈管理

香港生力致力向與其擁有共同核心價值、並將此結合到他們自身營運當中的供應商採購物品和服務。有見及此，香港生力與注重安全的工作環境、推動尊重僱員，以及推行負責任的環保措施的供應商建立良好關係。為確保供應商的營運模式與香港生力的理念和價值一致，香港生力於二零一五年採用及發佈供應商操守守則，概述香港生力期望其供應商能夠達到的標準。有關供應商操守守則的詳情可於本公司網站內瀏覽。

於二零二零年，為了管理和／或辨識供應鏈中的環境和社會風險，本公司積極地跟所有活躍策略性供應商溝通，以確保他們了解本公司的供應商操守守則，並期望他們遵守及以此為指引。

本公司所有活躍策略性供應商亦被要求申報任何有關勞工待遇、道德行為、健康和安全、環境保護之適用法律及法規上有否出現重大違規情況；以及責任、透明度和問責情況。在有回覆的策略性供應商之中，沒有一個出現重大違規情況，而這些供應商則佔本公司活躍策略性供應商提供原材料及服務的總購買價值78％。

此外，本公司的主要活躍策略性供應商必須經過評估和篩選才可獲得認可。這個認可過程分為多個階段，包括對供應商的可持續發展概況、產品供應、客戶名單及地域覆蓋、供應商營運上的技術層面，實地考察以檢測供應商的生產過程、工作環境、質量保證系統、實際運輸系統和環保措施進行全面評估。供應商生產的產品必須於本公司在不同條件下接受不同的化驗和測試。當供應商通過這些階段，才獲認可成為公司的供應商。

NUMBER OF SUPPLIERS BY GEOGRAPHICAL REGION 按地區分佈的供應商數目	2016	2017	2018	2019	2020
America 美洲	6	6	7	6	6
Asia 亞洲	248	222	271	269	263
Europe 歐洲	19	21	16	23	25
Oceania 大洋洲	4	4	4	3	3

Product Responsibility

The effect of SMBHK's products and services to our customers and consumers are very important to the Company. The Company exercises due care in the design, production and sourcing of its beverage products to ensure that they are fit and safe for consumption. The Company communicates information related to its products and services with due consideration to the needs of its customers and consumers and their rights to privacy.

The Company implements a License Renewal System where all licenses necessary for compliance with relevant laws and regulations and which have a significant impact on the Company's operations are recorded and monitored. The system triggers reminders and warnings to ensure that such licenses are renewed timely. Likewise, the Company's SAP Maintenance Module triggers notices to ensure that all pertinent equipment and machines in the brewery are checked, maintained, repaired or replaced, if necessary, to ensure minimal operational disruption.

In the brewery, the Company is ISO 9001 certified. ISO is an independent, non-governmental international organization with a membership of 165 national standards bodies. The 9001 standard is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continual improvement. The Company's ISO 9001 certification helps ensure that its customers and consumers get consistent, good-quality products and services.

Through the FDGA and FReD which the Company is a member of, SMBHK supports the Dutiable Commodities (Amendment) Ordinance 2018 which prohibits the sale and supply of intoxicating liquor to minors under 18 years old via face-to-face distribution and remote distribution, as well as the sale of alcoholic beverages in vending machines. The Company's employees are carefully briefed on this legislation to ensure compliance.

產品責任

香港生力十分重視其產品和服務對客戶和消費者的影響。本公司在設計、生產和採購飲料產品的各個方面都十分謹慎，確保所有飲料產品適合安全消費和飲用。本公司傳達與產品和服務有關的信息時，會充分考慮客戶和消費者的需求和其隱私權。

本公司推行一個牌照更新系統，記錄和監察所有對公司營運有重大影響的牌照，確保遵守相關法律和法規。系統會發出提示和警告，以確保相關牌照得到適時更新。本公司的SAP維護系統亦會發出提示，確保啤酒廠內所有相關的設備和機器已接受檢查、保養、維修或在必要時替換，減低因業務營運中斷而帶來的影響。

本公司的啤酒廠已通過ISO 9001認證。ISO是一個獨立、非政府的國際組織，擁有165個國家標準機構的成員。9001標準建基於多個質量管理標準，包括高度以顧客為本、管理層的動機和影響、方法程序和持續改善。本公司的ISO 9001認證有助確保我們的客戶和消費者獲得一致優質的產品和服務。

香港生力以FDGA及FReD的會員身份支持《2018年應課稅品（修訂）條例》。該法例禁止任何人在業務過程中，不論是透過當面或遙距分發的方式，向18歲以下的未成年人士售賣和供應令人醺醉的酒類。法例同時禁止以自動售賣機售賣酒類飲品。為確保僱員嚴遵法例，本公司已就新條例向僱員作仔細的簡介。



In its advertising communications, SMBHK sees to it that such communications are in accordance with the Hong Kong Broadcasting Ordinance, the Communications Authority's Code of Practice and The Association of Accredited Advertising Agencies of Hong Kong's Code of Practice. Also, we are a member of the FReD and a signatory of its Marketing Code of Conduct Principles. As a member of FReD, SMBHK recognizes that the responsible promotion of alcoholic beverages is in the interests of the industry and society as a whole. The Marketing Code of Conduct Principles applies to all forms of commercial or promotional communications by SMBHK and their purpose is to ensure that the sales and marketing communications of the Company (including advertising and labeling) are consistent with responsible drinking behavior. The details of the Marketing Code of Conduct Principles can be viewed in the FReD website, (www.fred.org.hk).

As part of its Quality Assurance process, SMBHK strives to ensure that all its labeling initiatives, be it primary (bottles and cans) or secondary (carton boxes), are in compliance with local laws and regulation.

SMBHK has no material non-compliance with laws and regulation relating to its products' health and safety, advertising, labeling and privacy matters for the year 2020.

Consumer and customer satisfaction are very important to the Company and they do not just serve as goals but are among the very foundations of the Company's business activities. Feedback, whether in the form of comments, requests or concerns, serves as vital inputs to the improvement of the Company's management and the development of its products and services.

In relation to consumer or customer concerns or problems, the Company has put in place a system that enables it to consider and respond to these concerns or problems correctly, courteously and swiftly. We see every form of feedback as a crucial opportunity that should be embraced with commitment and integrity to further enhance our relationship with our stakeholders.

香港生力按照香港廣播條例、通訊事務管理局的業務守則和香港廣告商會的實務標準作出廣告通訊。同時，我們亦是香港理性飲酒促進會（「FReD」）的會員及其市場營銷自律規範的簽署方。作為FReD的會員，香港生力明白有責任地推廣酒精飲料會為行業及整體社會帶來益處。該市場營銷自律規範適用於香港生力所有形式的商業或推廣傳訊，其目的是確保本公司的銷售及市場推廣通訊（包括廣告及標籤）與理性飲酒行為一致。有關市場營銷自律規範的詳情可於FReD的網頁內瀏覽（www.fred.org.hk）。

作為品質保證的程序一部份，香港生力致力確保所有標籤，不論是首要（樽裝及罐裝）或次要（紙箱）均符合本地法律與法規。

二零二零年，香港生力在產品的健康與安全、廣告、標籤及私隱的適用法律及法規上並未出現重大違規情況。

消費者和客戶的滿意度對本公司非常重要，它們不僅是本公司的營商活動目標，更是其中之一的基礎。所有回饋意見，無論是意見、要求或提問形式的回應，均對改善本公司的管理和發展其產品及服務十分重要。

在消費者或客戶所關注的問題方面，本公司備有一套可正確地、禮貌地且快速地考慮和回應的系統。我們將每一種形式的回應視作一個重要的機會，因此我們本著承諾和誠信的原則歡迎任何回應以進一步加強我們與持份者的關係。



The Company is pleased to report that there was no product sold subject to recall for safety and health reason in 2020. In 2020, the total number of concern-related feedbacks was 108, a further 16% decline when compared with 2019.

本公司欣然報告在二零二零年並未有任何出售產品因安全和健康原因而回收的情況。二零二零年，有關關注的意見總數為108，對比二零一九年減少了16%。

Problem-related feedback that concerns products or services, be it from consumers, customers or the general public, are all logged and recorded in a specially-designed system. Trends are monitored closely to determine whether a problem is an isolated case or a recurring one. Feedback from consumers and the general public are dealt with by the Corporate Affairs section, which acts as the main contact point during the whole process, from receiving and exploration of the feedback up to the provision of an appropriate response. Feedback from customers, on the other hand, is handled by the Sales Department as part of its responsibility to ensure customer satisfaction.

所有與產品或服務有關的意見，不論是來自消費者、客戶或公眾，均會輸入和記錄到一個特別設計的系統。該系統嚴密監察問題趨勢以確定問題屬於獨立或重複個案。來自消費者和公眾的意見交由企業事務部處理，該部門由接獲和了解意見以至提供適當的回覆，是整個過程的主要聯絡點。來自客戶的意見則由營業部處理，因確保客戶滿意是營業部的職責。

Product-related concerns are directly forwarded to the Quality Assurance team for immediate inquiry. Field visits and various tests are conducted accordingly. If the product concerned is supplied by a different brewery or by a partner company, the source brewery or company will also be informed, if necessary. Outcome from field visits and tests, and/or response from other source breweries or companies will be consolidated and evaluated to determine the required and appropriate actions and response. The Manager of the Quality Assurance team is responsible for validating any non-conformities, including the magnitude and seriousness thereof. If a product recall is required, the Senior Manager of the Operations shall be responsible for coordinating with the concerned parties in implementing the product recall in accordance with the Centre for Food Safety standards and guidelines.

與產品相關的問題直接交由品質保證團隊以立即展開調查。品質保證團隊將根據情況展開現場調查和進行各種測試。若問題產品由其他啤酒商或夥伴公司提供，我們會在需要時通知有關的啤酒商或夥伴公司。現場調查和測試的結果和／或來自相關啤酒商或夥伴公司的回應會統一進行分析，以確定所需採取的合適行動及回應。品質保證團隊的經理負責確認任何不合格的情況，包括不合規的程度和嚴重性。若某項產品需要回收，高級生產經理會負責協調各相關部門，根據食物安全中心的標準和指引執行產品回收。

Service-related concerns are sent to the relevant department for immediate resolution and improvement. The relevant department may look into its operations or the operations of subcontractors or suppliers, if necessary. Outcome from the inquiry will be consolidated and evaluated to determine the required and appropriate actions and response.

與服務有關的問題將交由有關部門立即解決和改進。相關部門在必要情況下可對本公司的運作或其承包商或供應商的運作進行調查。調查結果將統一進行分析以確定所需採取的合適行動或回應。



SMBHK has policies on respecting intellectual property rights and avoiding infringing acts in the conduct of its business. The policies apply to all employees of the Company, including casual and contractual employees. The policies, in particular, deal with, but are not limited to, computer software, books, newspapers, magazines, internet information, and audio and/or visual recordings. Section managers are tasked to ensure proper records management and to monitor usage of copyright assets by their respective work functions.

針對商業流程中尊重知識產權和避免在執行職務時發生違法行為，香港生力制定了相關政策。此類政策適用於本公司所有僱員，包括非正式和合約僱員。此類政策尤其用於處理但不限於電腦軟件、書籍、報紙、雜誌、互聯網資訊、音頻和／或視像紀錄。部門經理需在各自工作職能中負責確保執行適當的檔案管理，以及監察涉及版權資產的使用。

SMBHK collects a range of personal information in its course of doing business. The Company strives to ensure that personal data provided by customers and business partners are protected. Section managers are tasked to ensure that the personnel who handles data of customers or suppliers keep the said data in strict confidence and use the same for the specified purposes only; and that all confidential documents are stored properly.

香港生力在營運業務過程中收集了一些個人資料。本公司致力確保客戶和業務夥伴提供的個人資料受到保護。部門經理必須確保負責處理客戶或供應商資料的人員對上述資料嚴格保密，並只用於特定目的；同時所有機密文件需以適當的方式進行儲存。

Anti-Corruption

The Company believes that honesty, integrity and fair-play are important assets of the organization. All employees must ensure that the Company's reputation is not adversely affected by dishonesty, disloyalty or corruption. They are expected to conduct the business affairs of the Company in a professional manner and in full compliance with applicable laws and regulations. It is the policy of the Company to prohibit employees from soliciting any advantage from clients, suppliers, contractors or any person in connection with the Company's business. The Company has adopted the SMC group's Policy on Solicitation or Acceptance of Gift in 2016 as part of its continuous efforts to provide guidance on handling gifts received from or offered by third parties/business partners/suppliers to executives, employees, consultants and agents of the Company.

反貪污

本公司深信誠實、誠信及公平原則是我們的重要資產。所有僱員必須確保本公司的聲譽不會因不誠實、不忠誠或貪污因素而受到不利影響。本公司期望所有僱員能夠在完全遵守法律和法規的情況下專業地開展業務。本公司的一項政策就是防止僱員從客戶、供應商、承包商或任何與本公司業務有關的人員獲得任何利益。本公司已於二零一六年實施生力集團之索取或接受禮物政策，以持續改善提供予本公司行政人員、僱員、顧問及代理商的指引，助其處理由第三方／商業合作伙伴／供應商提供或從他們獲取的禮物。

It is the Company's policy that every employee should take it as his personal responsibility to avoid engaging in situations that may lead to or involve conflict of interests. Employees should at all times ensure that their dealings with customers, suppliers, contractors and colleagues do not place them in a position that may lead to a conflict of interest. Every employee or his family members who are engaged, or who consider engaging in business, investments or activities that may have existing or potential conflict with the Company's interests must make a disclosure in writing. New employees are required to make a disclosure of their interests when they join the Company, while existing employees are required to make an annual declaration of whether they have been involved in any conflict of interest situation.

本公司的政策要求每位僱員應盡責避免參與任何可能導致或涉及利益衝突的情況。僱員應始終確保在客戶、供應商、承包商和同事打交道的過程中，不會使其陷入可能導致利益衝突的情況。每位參與或認為參與可能與本公司的利益存在當前或潛在衝突的業務、投資或活動的僱員或其家庭成員，必須以書面形式向本公司披露。所有新僱員需在加入本公司前就所有與其利益有關的問題進行披露。此外，所有僱員需就其曾否參與涉及利益衝突的情況作年度利益申報。

Once every one to two years, the Company invites the Hong Kong Independent Commission Against Corruption (ICAC) to conduct a preventive education session to its employees to further build an ethical corporate culture. Employees who have already attended the session are required to take it again every 5 - 7 years. The last preventive education session was held in 2019. The Company also invited the ICAC to review the Company's anti-corruption policy in 2019 to ensure that it was aligned with the most current anti-corruption regulations in Hong Kong.

本公司每隔一至兩年都會邀請香港廉政公署(「ICAC」)為僱員提供防止貪污講座，以進一步建立企業道德文化。曾參與課程的僱員必須每五至七年重新參與一次。最近一次的防止貪污講座於二零一九年舉行。本公司亦於二零一九年邀請廉政公署審查公司反貪污政策，以確保公司政策與香港最新的反貪污法規保持一致。

SMBHK is committed to complying fully with local anti-money laundering laws, rules, regulations and standards. SMBHK engages only with reputable customers involved in legitimate business activities, with funds derived from legitimate sources.

香港生力致力完全遵守本地打擊洗黑錢的法律、規則、法規及標準。香港生力只會與聲譽良好的客戶以來源合法的資金進行合法的商業活動。

SMBHK has no material non-compliance in relation to bribery, extortion, fraud and money laundering for the year 2020. There are no legal cases (and thus no concluded legal cases) regarding corrupt practices brought against the Company or its employees during the reporting period.

二零二零年，香港生力在防止賄賂、勒索、欺詐及洗黑錢方面均不存在任何重大違規情況。在報告這期間，香港生力並沒有任何涉及以公司或其僱員為起訴對象的貪污案件(也包括已結案案件)。

In pursuit of ensuring that the business of the Company is conducted in the highest standards of fairness, transparency and accountability, the Company has adopted a whistleblowing policy in 2015. The policy details the procedures and channels through which its directors, employees and other interested parties may communicate concerns, in confidence, about any possible misconduct or malpractice within the Company. The details of the policy can be viewed in the Company's website.

為確保公司在進行業務時持最高標準的公正性、透明度和問責性，本公司在二零一五年實施了舉報政策。該政策詳列既定程序和渠道，讓董事、僱員及其他利益相關的人士可在安全放心的情況下傳達他們對本公司內任何懷疑不當行為或不良行為的關注。有關政策的詳情可於本公司的網站內瀏覽。



Community Involvement

SMBHK endeavors to create positive impact in the communities where it operates. We are committed to creating meaningful change in these communities through activities that are consistent with our organizational objective and address the business and social needs of each locality. A characteristic of our business is the ownership and operation of large-scale breweries; and this means that we employ a significant amount of people and operate in relatively less developed locations. With these, we are well aware of our impact on these communities and we see it as an opportunity to give back to the lives of those around us.

The Company supports education through university scholarships and sponsorship of university-related social activities where the development of trust, peer support and network are nurtured. Philanthropic efforts through the provision of resources also form an integral part of our community investment. The Company also supports the arts, sports and local community-based non-governmental organizations. We support charitable organizations and suitable NGOs, not only through financial or product support, but also through the experience and expertise of our employees.

In 2020, the Company contributed to the Hong Kong community an estimated HK$112,715. The Covid-19 pandemic in 2020 has considerably affected the activities of various registered charities and non-profit organizations, as well as the Company's ability to participate or contribute given the pandemic's impact on the economy. Twenty-nine percent of the Company's community contribution was received by Hong Kong registered charities. The rest are given to entities that are not registered charities but have purposes, or deliver activities, which are broadly recognized as charitable and are being managed in a way so as to deliver public benefit.

社區參與

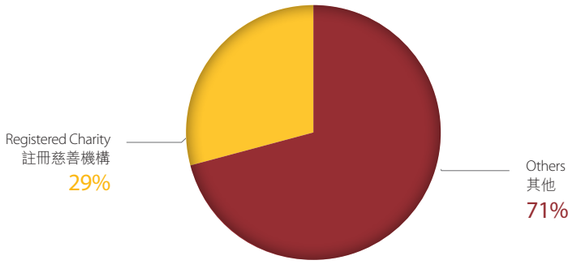
香港生力致力在我們營運業務的社區創造正面的影響。我們透過與公司目標一致的活動，以及按每個地區的業務及社會需要，致力為社區帶來有意義的改變。擁有和營運大型的啤酒廠為我們業務的特色，這代表了我們聘請了相當數目的僱員和在發展較少的地點營運。因此，我們清楚了解我們對這些社區的影響及將此視為機遇，回饋予我們身邊的人士。

本公司透過大學獎學金及贊助大學相關的社區活動以支持教育，建立信任、同輩支持及創建網絡。提供資源的慈善工作也是我們投資社區的重要一環。本公司也支持藝術、體育及本地社區為本的非政府組織團體。我們不單透過金錢模式或產品贊助支持慈善機構及合適的非政府團體，我們的僱員也會跟他們分享經驗與專業知識。

二零二零年，本公司回饋香港社會的捐助約值港幣112,715元。2019冠狀病毒病於二零二零年嚴重影響了不同註冊慈善機構和非牟利機構的活動，亦同時因疫情對經濟的衝擊而影響了本公司的參與或貢獻能力。本公司回饋社會的捐助當中有29%由香港註冊慈善機構受惠。其餘的由非註冊，但其成立的目的或開展的活動被普遍認為屬慈善性質或其管理模式旨在提供公益的團體受惠。



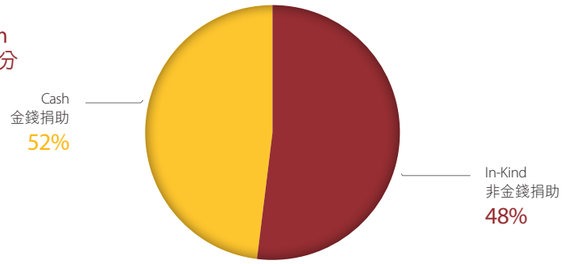
2020 Community Contribution by Organization Type
2020 按受惠機構類型劃分的社區捐助



Of the total contribution, 52% was cash contribution in which monetary amount was paid in support of a community organization or project. Meanwhile, 48% was in-kind in which the Company committed non-cash resources to community activities. These include donations of the Company's product or services.

在所有捐助中，52%為以金錢形式支持社區團體或項目。同時，48%為非金錢模式贊助社區活動，這包括贊助本公司提供的產品或服務。

2020 Community Contribution by Form
2020 按資源類別劃分的社區捐助



Amongst the different types of issues these communities face, one of the areas the Company focused on in 2020 was health, which accounted for 61% of the Company's total community investment. The Company supported organizations or activities that prevent or alleviate illness or human suffering, as well as promote health and healthy lifestyles.

在社區面對不同類型的議題中，於二零二零年本公司重視的其中一個範疇就是健康，佔公司社區捐助的61％。本公司支持任何防止或減輕人們的疾苦，以及推廣健康和健康生活模式的組織或活動。

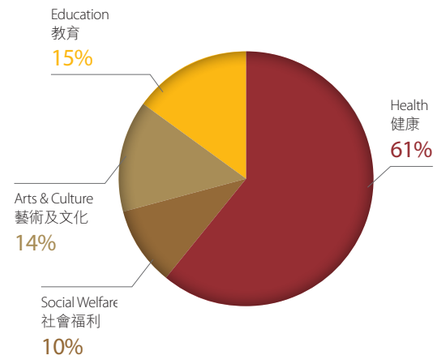
Some of the organizations that the Company has contributed to in 2020 are the Hong Kong 100, Hong Kong Philharmonic Orchestra and The Hong Kong Polytechnic University.

本公司贊助的部份機構包括香港100、香港管弦樂團及香港理工大學。

The Company has been actively involved in the operations of the FReD. The FReD aims to promote responsible drinking in Hong Kong and to work in partnership with the government and/or social organizations to support targeted initiatives that promote responsible drinking.

本公司積極參與FReD的運作。該促進會旨在於香港推廣理性飲酒，並與政府及／或社會團體合作，支持為推動理性飲酒所採取的針對性措施。

2020 Community Contribution by Issue Type
2020 按專注貢獻範疇劃分的社區捐助



The Company also provides volunteer opportunities to its employees by organizing volunteer services training and events as part of its contribution to building a caring community that promotes positive values of self-fulfillment, and in enhancing the sense of social involvement among its employees.

本公司亦透過組織與義工服務有關的培訓和活動，為僱員提供義工機會，以建立一個推廣自我實現正面價值觀的關愛社區，以及提高僱員的社會參與意識。

With social distancing restrictions and work-from-home arrangements in place as a result of the COVID-19 situation, we engaged our employees to volunteer in the E-book Production Program for Hong Kong Blind Union, where they can do the volunteer work individually at home. This program helps people with reading disabilities to learn and solve their learning and reading difficulties by using a special reading software. The Company's employees achieved over 300 volunteer hours for this program. For 2020, the Company received the Bronze Award for Volunteer Service from the HKSAR Social Welfare Department.

因2019冠狀病毒病疫情而實施的社交距離限制及在家工作安排下，我們為僱員安排香港失明人協進會的電子書製作計劃的義工活動，而這項義工服務容許僱員於家中獨立工作。這項計劃支持閱讀殘障人士使用特殊的閱讀軟件來學習和解決他們的學習和閱讀困難。本公司的僱員在此計劃中共累積超過300小時服務時數。本公司於二零二零年獲香港社會福利署頒發「銅獎義務工作嘉許狀」。

The Company was awarded the Caring Company Logo since 2014 by the Hong Kong Council of Social Service in recognition of the Company's good corporate citizenship and its efforts in building strategic partnerships with non-profit organizations to create a more cohesive society. In 2020, the Company was awarded the 5 Years+ Caring Company Logo for its long-term effort in caring for the community, employees and the environment.

本公司自二零一四年起獲香港社會服務聯會頒授「商界展關懷」標誌，作為對本公司良好企業公民身份的認可，以及表彰本公司與非牟利機構建立策略性合作關係、共建具凝聚力的社會所作的努力。本公司於二零二零年獲頒授「5年Plus商界展關懷」標誌，對我們長期關懷社區、僱員及環境的努力作出認可。

5 years+ 商界展關懷 caringcompany
Awarded by The Hong Kong Council of Social Service
香港社會服務聯會頒發
(2014-2020)





SAN MIGUEL BREWERY
HONG KONG LTD.
香港生力啤酒廠有限公司

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

POLL RESULTS OF ANNUAL GENERAL MEETING

The Board is pleased to announce that the resolutions set out in the notice of the AGM dated 23 March 2021 were duly passed by way of poll at the AGM held on 26 April 2021.

Reference is made to the notice of annual general meeting of the Company (the "AGM") dated 23 March 2021.

Computershare Hong Kong Investor Services Limited, the share registrar of the Company, acted as the scrutineer at the AGM for the purpose of vote-taking.

RESULTS OF THE AGM

The AGM was held on 26 April 2021. The number of issued shares of the Company ("Shares") as at the date of the AGM was 373,570,560, which was the total number of Shares entitled to attend and vote for or against the Ordinary Resolutions proposed at the AGM. There was no Shareholder who was entitled to attend and abstain from voting in favour of the Ordinary Resolutions proposed at the AGM as set out in Rule 13.40 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"). There was also no Shareholder who was required by the Listing Rules to abstain from voting, or who has stated any intention in the circular dated 23 March 2021 for the AGM to vote against or abstain from voting on the Ordinary Resolutions proposed at the AGM.

Set out below are the results of voting at the AGM, which was conducted by way of poll:

Ordinary Resolutions		**No. of Shares Voted (%)**		**Total No. of Shares Voted**
		For	**Against**	
1.	To receive and adopt the audited consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2020 together with the reports of the directors and the independent auditors thereon.	245,782,248 (100%)	0 (0%)	245,782,248 (100%)

2.	(a) To re-elect executive director:			
	(i) To re-elect Mr. Ramon G. Torralba as director;	245,782,248 (100%)	0 (0%)	245,782,248 (100%)
	(b) To re-elect non-executive directors:			
	(i) To re-elect Mr. Roberto N. Huang as director; and	245,782,248 (100%)	0 (0%)	245,782,248 (100%)
	(ii) To re-elect Mr. Kenji Uchiyama as director; and	245,782,248 (100%)	0 (0%)	245,782,248 (100%)
	(iii) To re-elect Mr. Tomoki Yamauchi as director; and	245,782,248 (100%)	0 (0%)	245,782,248 (100%)
	(c) To authorise the board of directors of the Company to fix the directors' remuneration.	245,778,248 (100%)	0 (0%)	245,778,248 (100%)
3.	To re-appoint KPMG as the auditors of the Company and authorise the board of directors of the Company to fix their remuneration.	245,782,248 (100%)	0 (0%)	245,782,248 (100%)

On the basis of the votes set out above, as more than 50% of the eligible votes were cast in favour of the foregoing Ordinary Resolutions at the AGM, the Ordinary Resolutions were duly passed.

By Order of the Board
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary

Hong Kong, 26 April 2021

As at the date hereof, the Board of the Company is comprised of the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago.

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

ANNUAL GENERAL MEETING – PRECAUTIONARY MEASURES

Reference is made to the notice of the annual general meeting of San Miguel Brewery Hong Kong Limited (the "Company") dated 23 March 2021 (the "AGM Notice"), in relation to the Annual General Meeting to be held at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong on 26 April 2021, Monday, at 3:00 pm (the "AGM").

To comply with the Prevention and Control of Disease (Prohibition on Group Gathering) Regulation ("Regulation"), seats shall be limited and will be available on a first-come-first served basis in order to maintain social distancing and avoid over-crowding at the AGM venue. **Given such limitation in seats, the Company strongly recommends the shareholders to appoint the chairman of the above meeting as his/her proxy to vote on the resolutions as they have indicated in their proxy forms on their behalf, instead of attending the above meeting in person**. The proxy forms were despatched to shareholders and may also be downloaded from the Company's website at *info.sanmiguel.com.hk* or the HKEXnews' website at *www.hkexnews.hk*. To be valid, proxy forms must be deposited at the share registrar of the Company, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not less than 48 hours before the meeting.

With reference to the Joint Statement dated 1 April 2020 made by The Securities and Futures Commission and The Stock Exchange of Hong Kong Limited in relation to General Meetings in light of the Regulation, the Company will also implement the following prevention and control measures at the AGM against the pandemic to protect the shareholders from the risk of infection:

i. Upon arrival, all shareholders or their proxies and guests are required to take body temperature before registration. Anyone with a body temperature above 37.3 degrees Celsius will not be given access to the venue.

ii. Anyone who has any of the symptoms of fever, malaise, dry cough or shortness of breath, is subject to any compulsory quarantine or medical surveillance order by the Department of Health of Hong Kong, or has had close contact with any COVID-19 patient or person under quarantine, will not be given access to the venue. Shareholders attending the AGM will be required to make a representation that they do not fall under any of these conditions.

iii. All shareholders or their proxies and guests are required to wear surgical face masks properly before they are permitted to enter the venue of the meeting, and at all times while at the said venue and during the AGM.

iv. There shall be no distribution of physical corporate souvenirs/gifts.

v. No refreshments will be served.

Any person who refuses to comply with any of the precautionary measures in (i) to (iii) above may be refused entry or be requested to leave the AGM venue at the sole discretion of the Company.

Subject to the developments in the COVID-19 situation and changes in any of the COVID-19-related regulations, the Company may be required to introduce modifications to the AGM arrangements at short notice and issue further announcements as appropriate. Shareholders are advised to regularly check the Company's website (*info.sanmiguel.com.hk*) for updates on the AGM arrangements and/or further precautionary measures to be taken.

By Order of the Board
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary

Hong Kong, 14 April 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago.

SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司
(Incorporated in Hong Kong with limited liability)
(於香港註冊之有限公司)
(Stock Code/股份代號: 236)

NOTIFICATION LETTER 通 知 信 函

23 March 2021

Dear Shareholder,

San Miguel Brewery Hong Kong Ltd. (the "Company") – Notice of Publication of 2020 Annual Report, Notice & Proxy Form of Annual General Meeting ("Current Corporate Communication")

The Company's Annual General Meeting will be held at 3 p.m. on Monday, 26 April 2021 at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong. The English and Chinese versions of the Company's Current Corporate Communication are available on the Company's website at info.sanmiguel.com.hk and the HKEXnews's website at www.hkexnews.hk. If you have chosen to receive the Corporate Communication# in printed form(s), the arranged printed form(s) of the Current Corporate Communication is enclosed.

If you would like to receive a printed version of the Current Corporate Communication in English language version only, or in Chinese language version only or in both English and Chinese language versions, or if you would like to change your choice of language(s) and/or means of receipt of the Company's future Corporate Communication, please complete the Change Request Form on the reverse side and sign and return it by post or by hand to the Company c/o the Company's share registrar in Hong Kong (the "Hong Kong Share Registrar"), Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong. If you post your reply in Hong Kong, you may use the mailing label in the Change Request Form and need not to affix a stamp on the envelope when returning your Change Request Form. Otherwise, please affix an appropriate stamp. You may also send an email with a scanned copy of the Change Request Form to sanmiguel.ecom@computershare.com.hk. The Change Request Form may also be downloaded from the Company's website at info.sanmiguel.com.hk or the HKEXnews's website at www.hkexnews.hk.

If you have chosen (or are deemed to have consented) to read the website version of the Corporate Communication but for any reason you have difficulty in receiving or gaining access to the Current Corporate Communication, the Company will promptly upon your request send the Current Corporate Communication to you in printed form free of charge.

You are entitled at any time by reasonable notice in writing to the Company c/o the Hong Kong Share Registrar or by email to sanmiguel.ecom@computershare.com.hk to change your choice of language(s) and/or means of receipt of future Corporate Communication, notwithstanding any contrary instructions previously conveyed by you to the Company.

Should you have any queries in relation to this letter, please call the Hong Kong Share Registrar's telephone hotline at (852) 2862 8688 during business hours from 9:00 a.m. to 6:00 p.m., Monday to Friday, excluding public holidays.

Yours faithfully,
By Order of the Board
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary

各位股東：

香港生力啤酒廠有限公司(「本公司」) – 2020年年度報告、股東周年大會通告及代表委任表格(「本次公司通訊」)之發佈通知

本公司之股東周年大會將於2021年4月26日(星期一)下午3時正假座香港中區法院道太古廣場二期港島香格里拉大酒店五樓香島殿舉行。本公司的本次公司通訊之英、中文版本已上載於本公司網站 info.sanmiguel.com.hk 及香港交易所披露易網站 www.hkexnews.hk，歡迎查閱。如 閣下已選擇收取公司通訊#之印刷本，本次公司通訊已按 閣下所選定的公司通訊語言版本隨本函附上。

如 閣下欲僅收取本次公司通訊之英文印刷本、或僅收取中文印刷本，或同時收取英文及中文印刷本，或欲選擇有別於 閣下所選擇的公司通訊語言版本及／或收取方式，以更改收取本公司日後公司通訊之語言版本及／或收取方式之選擇，請 閣下填妥在本函背面的變更申請表，並在變更申請表上簽名，然後把變更申請表寄回或親手交回本公司之香港證券登記處香港中央證券登記有限公司(「香港證券登記處」)，地址為香港灣仔皇后大道東183號合和中心17M樓。倘若 閣下在香港投寄，可使用變更申請表內的郵寄標籤寄回，而毋須在信封上貼上郵票；否則，請貼上適當的郵票。 閣下亦可把已填妥之變更申請表的掃描副本電郵至 sanmiguel.ecom@computershare.com.hk。變更申請表可於本公司網站 info.sanmiguel.com.hk 或香港交易所披露易網站 www.hkexnews.hk 內下載。

如 閣下已選擇(或被視為已同意)查閱公司通訊之網上版本但因任何理由以致收取或接收本次公司通訊上出現困難，只要 閣下提出要求，本公司將儘快寄上所要求的本次公司通訊的印刷本，費用全免。

閣下可以隨時透過香港證券登記處以書面或透過電郵至 sanmiguel.ecom@computershare.com.hk 通知本公司，更改日後收取本公司通訊之語言版本及／或收取方式的選擇，儘管 閣下早前曾向本公司作出任何其他指示。

閣下如有任何與本函內容有關的疑問，請致電香港證券登記處電話熱線(852) 2862 8688，辦公時間為星期一至星期五(公眾假期除外)上午9時正至下午6時正。

承董事會命
香港生力啤酒廠有限公司
公司秘書
張嘉麟
謹啟

2021年3月23日

 # Corporate Communication refers to any document issued or to be issued by the Company for the information or action of holders of its securities, including but not limited to (a) the directors' report, its annual accounts together with a copy of the auditor's report and, where applicable, its summary financial report; (b) the annual report and, where applicable, its summary annual report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form.

#公司通訊指本公司刊發或將予刊發以供其任何證券持有人參照或採取行動的任何文件，包括但不限於：(a)董事會報告、其年度帳目連同核數師報告及財務摘要報告(如適用)；(b)年度報告及其年度摘要報告(如適用)；(c)會議通告；(d)上市文件；(e)通函；及(f)代表委任表格。

CCS8435 SMBH

Name(s) and address of shareholder(s):
股東之姓名及地址:

Change Request Form 變更申請表

To: **San Miguel Brewery Hong Kong Ltd. (the "Company")**
(Stock Code: 236)
c/o Computershare Hong Kong Investor Services Limited
17M Floor,
Hopewell Centre, 183 Queen's Road East,
Wanchai, Hong Kong

致： **香港生力啤酒廠有限公司（「本公司」）**
（股份代號：236）
經香港中央證券登記有限公司
香港灣仔皇后大道東 183 號
合和中心 17M 樓

I/We have already received a printed copy of the Current Corporate Communication in English/Chinese or have chosen (or am/are deemed to have consented) to read the Current Corporate Communication posted on the Company's website:
本人／我們已收取本次公司通訊之英文／中文印刷本或已選擇（或被視為已同意）查閱 貴公司網站所登載之本次公司通訊：

Part A **I/We would like to receive a printed version of the Current Corporate Communication of the Company in the manner as indicated below:**
甲 部 **本人／我們現欲以下列方式收取 貴公司本次公司通訊之語言印刷本：**

(Please mark **ONLY ONE（X）** of the following boxes 請從下列選擇中，僅在其中**一個空格**內劃上「**X**」號)

☐ I/We would like to receive **a printed copy in English**.
本人／我們現欲收取**一份英文印刷本**。

☐ I/We would like to receive **a printed copy in Chinese**.
本人／我們現欲收取**一份中文印刷本**。

☐ I/We would like to receive **both the printed English and Chinese copies**.
本人／我們現欲收取**英文和中文各一份印刷本**。

Part B **I/We would like to change the choice of language(s) and/or means of receipt of future Corporate Communication# of the Company as indicated below:**
乙 部 **本人／我們現欲更改以下列方式收取 貴公司日後公司通訊# 之語言版本及／或收取方式：**

(Please mark **ONLY ONE（X）** of the following boxes 請從下列選擇中，僅在其中**一個空格**內劃上「**X**」號)

☐ to read the version of the Corporate Communication in electronic form published, in both English and Chinese languages on the Company's website at info.sanmiguel.com.hk in place of receiving printed copies, and receive a printed notification letter of the publication of the Corporate Communication on the Company's website every time that the Company publishes a Corporate Communication in its website; **OR**
查閱登載於本公司網站 info.sanmiguel.com.hk 之公司通訊的英文及中文電子版本，以代替印刷本，並於每次本公司於網站刊發公司通訊時，收取有關公司通訊已在本公司網站刊發之通知信函印刷本；**或**

☐ to receive the **printed English version** of all future Corporate Communication ONLY; **OR**
僅收取所有日後公司通訊之**英文印刷本；或**

☐ to receive the **printed Chinese version** of all future Corporate Communication ONLY; **OR**
僅收取所有日後公司通訊之**中文印刷本；或**

☐ to receive both the printed **English and Chinese versions** of all future Corporate Communication.
同時收取所有日後公司通訊之**英文及中文印刷本**。

Date
日期

Contact telephone number
聯絡電話號碼

Signature(s)
簽名

Notes 附註：

1. Please complete all your details clearly. Please specify your name and address clearly in ENGLISH BLOCK LETTERS on the top left hand corner in this Change Request Form if you downloaded this form from the web.
請 閣下清楚填妥所有資料。倘若 閣下從網上下載本變更申請表，請於本表左上方用英文正楷清楚註明 閣下的姓名及地址。
2. If your shares are held in joint names, the shareholder whose name stands first on the register of members of the Company in respect of the joint holding should sign on this Change Request Form in order to be valid.
如屬聯名股東，則本變更申請表須由該名於本公司股東名冊上就聯名持有股份其姓名位列首位的股東簽署，方為有效。
3. Any form with more than one box marked (X), with no box marked (X), with no signature or otherwise incorrectly completed will be void.
如在本表格作出超過一項選擇、或未有作出選擇、或未有簽署、或在其他方面填寫不正確，則本表格將會作廢。
4. For the avoidance of doubt, we do not accept any special instructions written on this Change Request Form.
為免存疑，任何在本變更申請表上的額外手寫指示，本公司將不予處理。
5. Please note that both printed English and Chinese versions of all the Company's Corporate Communication which we have sent to our shareholders in the past 12 months are available from the Company on request. They are also available on the Company's website (info.sanmiguel.com.hk) for five years from the date of first publication.
本公司備有於過去12個月曾寄發予股東的公司通訊的中、英文版印刷本，可供索取。該等通訊文件亦由首次登載日期起計，持續5年載於本公司網站（info.sanmiguel.com.hk）上。

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 # Corporate Communication refers to any document issued or to be issued by the Company for the information or action of holders of its securities, including but not limited to (a) the directors' report, its annual accounts together with a copy of the auditor's report and, where applicable, its summary financial report; (b) the annual report and, where applicable, its summary annual report; (c) a notice of meeting; (d) a listing document; (e) a circular; and (f) a proxy form.
公司通訊指本公司發出或將予發出以供其任何證券持有人參照或採取行動的任何文件，包括但不限於：(a)董事會報告、其年度帳目連同核數師報告及財務摘要報告（如適用）；(b)年度報告及其年度摘要報告（如適用）；(c)會議通告；(d)上市文件；(e)通函；及(f)代表委任表格。

Mailing Label 郵寄標籤

Computershare Hong Kong Investor Services Limited

香港中央證券登記有限公司

Freepost No. 簡便回郵號碼：37
Hong Kong 香港

Please cut the mailing label and stick it on an envelope to return this Request Form to us.
No postage is necessary if posted in Hong Kong.

當 閣下寄回本申請表格時，請將郵寄標籤剪貼於信封上。
如在本港投寄， 閣下無需支付郵費或貼上郵票。

Get in touch with us 與我們聯繫
Send us an enquiry 垂詢
Rate our service 評價
Lodge a complaint 投訴
Contact Us 聯繫我們
www.computershare.com/hk/contact

SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)

(Stock Code: 236)

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the FIFTY-EIGHTH ANNUAL GENERAL MEETING of SAN MIGUEL BREWERY HONG KONG LIMITED (the "**Company**") will be held at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong on 26 April 2021, Monday, at 3:00 pm for the purpose of transacting the following business:

ORDINARY RESOLUTIONS

(1) To receive and adopt the audited consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2020 together with the reports of the directors and the independent auditors thereon.

(2) (a) To re-elect executive director:

(i) To re-elect Mr. Ramon G. Torralba as director;

(b) To re-elect non-executive directors:

(ii) To re-elect Mr. Roberto N. Huang as director;

(iii) To re-elect Mr. Kenji Uchiyama as director;

(iv) To re-elect Mr. Tomoki Yamauchi as director; and

(c) To authorise the board of directors of the Company to fix the directors' remuneration.

(3) To re-appoint KPMG as the auditors of the Company and authorise the board of directors of the Company to fix their remuneration.

By Order of the Board
San Miguel Brewery Hong Kong Ltd.
John K.L. Cheung
Company Secretary

Hong Kong, 23 March 2021

Registered Office:
9th Floor
Citimark Building
28 Yuen Shun Circuit
Siu Lek Yuen
Shatin, New Territories
Hong Kong

As at the date of this announcement, the Board of the Company is comprised of the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago.

Notes:

1. *Shareholders are entitled to appoint one or more proxies to attend and vote in their stead at the meeting. A proxy needs not be a shareholder of the Company.*

2. *To be valid, forms of proxy must be deposited at the share registrar of the Company, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not less than 48 hours before the meeting.*

3. *For the purpose of determining shareholders who are entitled to attend and vote at the Annual General Meeting, the register of members of the Company will be closed from Wednesday, 21 April 2021 to Monday, 26 April 2021, both days inclusive. To qualify for attending and voting at the forthcoming Annual General Meeting, all transfer documents accompanied by the relevant share certificates must be lodged with the Company's share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong for registration not later than 4:30 p.m. on Tuesday, 20 April 2021.*

4. *If Typhoon Signal No.8 or above is expected to be hoisted or a Black Rainstorm Warning Signal is expected to be in force any time between 11:00 a.m. and 5:00 p.m. on the date of the Annual General Meeting, then the Annual General Meeting will be postponed and the shareholders will be informed of the new date, time and venue of the postponed meeting by a supplementary notice, posted on the Company's website at info.sanmiguel.com.hk and the website of Hong Kong Exchanges and Clearing Limited at www.hkexnews.hk.*

   If Typhoon Signal No.8 or above or a Black Rainstorm Warning Signal is cancelled at or before 11:00 a.m. on the date of the Annual General Meeting, and where conditions permit, the Annual General Meeting will be held as scheduled.

   The Annual General Meeting will be held as scheduled when an Amber or Red Rainstorm Warning Signal is in force.

   Shareholders should decide on their own whether they would attend the Annual General Meeting under bad weather condition, bearing in mind their own situations and if they do so, they are advised to exercise care and caution.

5. *In light of the recent situation relating to COVID-19 and to protect the shareholders from the risk of infection, there shall be no distribution of physical corporate souvenirs/gifts and no refreshments will be served. To keep social distancing at the Annual General Meeting venue, seats shall be limited and will be available on a first-come-first served basis. Given such limitation in seats, it is strongly recommended that the shareholders appoint the chairman of the meeting as his/her proxy to vote on the resolutions as they have indicated in their proxy forms on their behalf, instead of attending the above meeting in person. Further announcements in relation to the precautionary measures at the Annual General Meeting will be made by the Company as and when appropriate.*

6. *Please refer to the appendix to this notice for the particulars of directors of the Company proposed to be re-elected at the Annual General Meeting.*

APPENDIX:

The following are the particulars of directors of the Company (the "**Directors**") proposed to be re-elected at the Annual General Meeting:

1. **Mr. Ramon G. TORRALBA**, aged 64, was appointed as an Executive Director and Managing Director of the Company with effect since 15 January 2013. Mr. Torralba is also the Chairman and Director of San Miguel (Guangdong) Brewery Co., Ltd. since 2013, and was the Chairman and Director of Guangzhou San Miguel Brewery Co. Ltd. from February 2013 to April 2020. He was the Vice President and Manager for Export Development of San Miguel Brewing International Limited (a subsidiary of San Miguel Brewery Inc.) from 2008 to 2012 and was also a Director of San Miguel Beer (Thailand) Limited and Commercial Director of San Miguel Marketing (Thailand) Ltd. from 2004 to 2007. He also served as Assistant Vice President of the Beer Division of San Miguel Corporation from 1997 to 2006. Mr. Torralba graduated from Zamboanga A.E. Colleges with a degree of Bachelor of Science in Commerce, major in Accounting. He also attended the Management Development Program at the Asian Institute of Management (International School of Business and Management) in the Philippines in 1991. Mr. Torralba is a Certified Public Accountant and a member of the Philippine Institute of Certified Public Accountants.

   Save as his directorships and appointments as disclosed in this appendix, Mr. Torralba has not held any directorships in any publicly-listed companies nor other major appointment in the past three years. Apart from being the Managing Director and an executive Director of the Company and the Chairman and director of certain subsidiaries of the Company as provided above, Mr. Torralba does not hold any other position in the Company or its subsidiaries.

   Mr. Torralba has entered into a service agreement with the Company for a monthly remuneration of HK$125,600 by reference to his duties and responsibilities in the Company and is eligible for an annual bonus and other compensation at the sole and absolute discretion of the remuneration committee of the Company. His remuneration for the year ended 31 December 2020 was HK$2,744,918. There is no designated length of service for Mr. Torralba with the Company and he will be subject to retirement by rotation and re-election in accordance with the Company's Articles of Association.

   Save as disclosed in this appendix, Mr. Torralba does not have any relationships with any of the Company's directors, senior management, substantial shareholders or controlling shareholders of the Company (as defined in the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, the "**Listing Rules**").

   As at the date hereof, Mr. Torralba does not have any interests in any shares or underlying shares of the Company within the meaning of Part XV of the Securities and Futures Ordinance, or in the Company's associated corporations.

   In relation to the re-election of Mr. Torralba as Director, save as disclosed in this appendix, there is no information which is required to be disclosed pursuant to paragraphs 13.51(2)(h) to 13.51(2)(v) of the Listing Rules nor any other matter which needs to be brought to the attention of the shareholders of the Company.

2. **Mr. Roberto N. HUANG**, aged 72, was appointed as a non-executive Director and a member of Remuneration Committee of the Company on 8 November 2012. Mr. Huang is a Director and the President of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.); and a Director and the Chief Operating Officer - Beer of San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange). He is also a Director of San Miguel Brewing International Limited and San Miguel Malaysia Pte. Ltd.; and the Chairman and President of Iconic Beverages, Inc., Brewery Properties Inc., and Brewery Landholdings, Inc. Mr. Huang graduated from the Mapua Institute of Technology with a Bachelor of Science degree in Mechanical Engineering and completed academic requirements for a Master's degree in Business Administration from De La Salle University. He also attended the Nagoya International Training Center, Japan International Cooperation Agency Grant for Metal Works Engineering and Numerical Control Machines course.

   Save for his directorships and appointments as disclosed in this appendix, Mr. Huang has not held any directorships in any publicly-listed companies nor other major appointment in the past three years. Apart from being a non-executive Director and a member of the Remuneration Committee of the Company, Mr. Huang does not hold any other position in the Company or its subsidiaries.

   Mr. Huang has not entered into any service agreement with the Company in relation to his appointment but he is entitled to receive an annual director's fee of HK$50,000 which is determined by reference to his duties and responsibilities in the Company and is subject to revision by the Remuneration Committee and the Board of the Company under the authority granted by shareholders at annual general meetings. Mr. Huang's appointment as a non-executive Director is not for a specific term as he is subject to retirement by rotation and re-election at annual general meetings in accordance with the Articles of Association of the Company. For the financial year ended 31 December 2020, Mr. Huang has agreed not to receive any director's remuneration.

   Save as disclosed in this appendix, Mr. Huang does not have any relationships with any of the Company's directors, senior management, substantial shareholders or controlling shareholders of the Company (as defined in the Listing Rules).

As at the date hereof, Mr. Huang has the following beneficial interests in the issued share capital of the Company's associated corporations:

Interests in issued shares

	Number of common shares in Top Frontier Investment Holdings, Inc.	
	Number of shares held	*% of total issued shares*
Common (par value of 1 Philippine peso each):	3,039*	0.000908%

* personal interests

	Number of common shares in San Miguel Corporation	
	Number of shares held	*% of total issued shares*
Common (par value of 5 Philippine pesos each):	42,397*	0.001102%

* personal interests

	Number of common shares in San Miguel Food & Beverage, Inc.	
	Number of shares held	*% of total issued shares*
Common (par value of 1 Philippine peso each):	10**	0.000000%

** corporate interests

	Number of common shares in San Miguel Brewery Inc.	
	Number of shares held	*% of total issued shares*
Common (par value of 1 Philippine peso each):	5,000**	0.000033%

** corporate interests

All the interests held by Mr. Huang represent long positions.

As at the date hereof, save as disclosed in this appendix, Mr. Huang does not have any other interests in any shares or underlying shares of the Company within the meaning of Part XV of the Securities and Futures Ordinance.

In relation to the re-election of Mr. Huang as Director, save as disclosed in this appendix, there is no information which is required to be disclosed pursuant to paragraphs 13.51(2)(h) to 13.51(2)(v) of the Listing Rules nor any other matter which needs to be brought to the attention of the shareholders of the Company.

3. **Mr. Kenji UCHIYAMA**, aged 56, was appointed as a non-executive Director and member of the Nomination Committee of the Company on 13 April 2018. Mr. Uchiyama is a Director and the Executive Vice President of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.) and a Director of San Miguel Brewing International Limited, San Miguel Holdings (Thailand) Limited, San Miguel Beer (Thailand) Limited, Iconic Beverages, Inc., Brewery Properties Inc. and Brewery Landholdings, Inc.. He was also the Executive Officer and General Manager of Corporate Planning Department of Kirin Brewery Company, Limited; a Director of Diageo Kirin Company, Limited, Heineken Kirin Company, Limited, Eishogen Company, Limited, Kirin Distillery Company, Limited and The Brooklyn Brewery Corporation; and the President and Chief Executive Officer of The Brooklyn Brewery Japan Company, Limited. Mr. Uchiyama also held the following positions in the Kirin group: Deputy General Manager of Sales Department, in charge of Off-Premise Sales of Kirin Beer Marketing Company, Limited; and Head of Sales Promotion Section of Sales Department of Kirin Beer Marketing Company, Limited. Mr. Uchiyama graduated from Keio University with a Bachelor's degree in Social Psychology.

Save for his directorships and appointments as disclosed in this appendix, Mr. Uchiyama has not held any directorships in any publicly-listed companies nor other major appointment in the past three years. Apart from being a non-executive Director and a member of the Nomination Committee of the Company, Mr. Uchiyama does not hold any other position in the Company or its subsidiaries.

Mr. Uchiyama has not entered into any service agreement with the Company in relation to his appointment but he is entitled to receive an annual director's fee of HK$50,000 which is determined by reference to his duties and responsibilities in the Company and is subject to revision by the Remuneration Committee and the Board of the Company under the authority granted by shareholders at annual general meetings. Mr. Uchiyama's appointment as a non-executive Director is not for a specific term as he is subject to retirement by rotation and re-election at annual general meetings in accordance with the Articles of Association of the Company. For the financial year ended 31 December 2020, Mr. Uchiyama has agreed not to receive any director's remuneration.

Save as disclosed in this appendix, Mr. Uchiyama does not have any relationships with any of the Company's directors, senior management, substantial shareholders or controlling shareholders of the Company (as defined in the Listing Rules).

As at the date hereof, Mr. Uchiyama has the following beneficial interests in the issued share capital of the Company's associated corporations:

Interests in issued shares

	Number of common shares in San Miguel Brewery Inc.	
	Number of shares held	*% of total issued shares*
Common (par value of 1 Philippine peso each):	5,000**	0.000033%

** corporate interest

All the interests held by Mr. Uchiyama represent long positions.

As at the date hereof, save as disclosed in this appendix, Mr. Uchiyama does not have any other interests in any shares or underlying shares of the Company within the meaning of Part XV of the Securities and Futures Ordinance.

In relation to the re-election of Mr. Uchiyama as Director, save as disclosed in this appendix, there is no information which is required to be disclosed pursuant to paragraphs 13.51(2)(h) to 13.51(2)(v) of the Listing Rules nor any other matter which needs to be brought to the attention of the shareholders of the Company.

4. **Mr. Tomoki YAMAUCHI**, aged 53, was appointed as a non-executive Director of the Company on 27 October 2017. Mr. Yamauchi is a Director and the Executive Financial Advisor of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.). He is also a Director of San Miguel Brewing International Limited and San Miguel Beer (Thailand) Limited. He was previously the Senior Manager of Accounting Department of Kirin Company, Limited; Senior Manager of Planning Department of Kirin Beverage Company, Limited; Senior Manager of Management Planning Department of Kirin Company, Limited; Senior Manager of Accounting Unit Group Finance of Kirin Holdings Company, Limited; and Senior Manager of Finance and Accounting Department of Kirin Group Office Company, Limited. Mr. Yamauchi graduated from Keio University with a bachelor's degree in Economics. He also completed a program for Management Development in Harvard Business School.

Save for his directorships and appointments as disclosed in this appendix, Mr. Yamauchi has not held any directorships in any publicly-listed companies nor other major appointment in the past three years. Apart from being a non-executive Director of the Company, Mr. Yamauchi does not hold any other position in the Company or its subsidiaries.

Mr. Yamauchi has not entered into any service agreement with the Company in relation to his appointment but he is entitled to receive an annual director's fee of HK$50,000 which is determined by reference to her duties and responsibilities in the Company and is subject to revision by the Remuneration Committee and the Board of the Company under the authority granted by shareholders at annual general meetings. Mr. Yamauchi's appointment as a non-executive Director is not for a specific term s she is subject to retirement by rotation and re-election at annual general meetings in accordance with the Articles of Association of the Company. For the financial year ended 31 December 2020, Mr. Yamauchi has agreed not to receive any director's remuneration.

Save as disclosed in this appendix, Mr. Yamauchi does not have any relationships with any of the Company's directors, senior management, substantial shareholders or controlling shareholders of the Company (as defined in the Listing Rules).

As at the date hereof, Mr. Yamauchi has the following beneficial interests in the issued share capital of the Company's associated corporations:

Interests in issued shares

	Number of common shares in San Miguel Brewery Inc.	
	Number of shares held	*% of total issued shares*
Common (par value of 1 Philippine peso each):	5,000**	0.000033%

** corporate interest

All the interests held by Mr. Yamauchi represent long positions.

As at the date hereof, save as disclosed in this appendix, Mr. Yamauchi does not have any other interests in any shares or underlying shares of the Company within the meaning of Part XV of the Securities and Futures Ordinance.

In relation to the re-election of Mr. Yamauchi as Director, save as disclosed in this appendix, there is no information which is required to be disclosed pursuant to paragraphs 13.51(2)(h) to 13.51(2)(v) of the Listing Rules nor any other matter which needs to be brought to the attention of the shareholders of the Company.

SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Stock Code: 236)
（股份代號：236）

PROXY FORM FOR ANNUAL GENERAL MEETING
股東周年大會之代表委任表格

I/We, being the registered holder(s) in the capital of the Company, hereby appoint the Chairman of the meeting *(Note 2 and 3)* or the proxy as specified below to act as my/our proxy to attend and vote for me/us and on my/our behalf at the annual general meeting (the "AGM") of the Company to be held at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong on 26 April 2021 at 3:00 p.m. and at any adjournment thereof and to exercise all rights conferred on proxies under law, regulation and the Articles of Association of the Company.

I/We wish my/our proxy to vote as indicated below in respect of the resolution/resolutions to be proposed at the AGM (and at any adjournment thereof).

Please indicate how you wish your vote(s) to be cast by putting a "✓" in the appropriate box next to the following resolution. *(Note 4)*

本人／吾等為本公司股本中的登記持有人，茲委任大會主席*(附註2和3)*或下列代表為本人／吾等的代表，代表本人／吾等出席本公司訂於二零二一年四月二十六日(星期一)下午三時正假座香港中區法院道太古廣場二期港島香格里拉大酒店五樓香島殿舉行的股東周年大會(「股東周年大會」)及其任何續會，並在股東周年大會及其任何續會上代表本人／吾等投票及行使法律、法規及本公司組織章程細則賦予代表的一切權利。

本人／吾等希望本人／吾等的代表按以下指示就將於股東周年大會(及其任何續會)上提呈的決議案投票。

請於下列決議案旁邊的適當空格內劃上「✓」號，以顯示　閣下的投票意向。*(附註4)*

Registered Holder(s) (Complete in ENGLISH BLOCK CAPITALS. The names of all joint holders should be stated.)
登記持有人(請以英文正楷填寫。所有聯名持有人的姓名均應填寫。)

Registered Name *(Note 1)* 登記姓名*(附註1)*	
Registered Address *(Note 5)* 登記地址*(附註5)*	

Registered Holding 登記股份	Certificate No. 股票號碼	Date (DD-MM-YYYY) 日期	Signature *(Note 6)* 簽署*(附註6)*
		– –	

Proxy (Complete in ENGLISH BLOCK CAPITALS.)
代表(請以英文正楷填寫。)

Full Name 姓名	
Full Address 地址	

No. of Shares *(Note 7)* 股份數目*(附註7)*		Email Address 電郵地址	

	ORDINARY RESOLUTIONS 普通決議案	FOR 贊成	AGAINST 反對
1.	To receive and adopt the audited consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2020 together with the reports of the directors and the independent auditors thereon. 省覽及採納截至二零二零年十二月三十一日止年度本公司及其附屬公司之經審核綜合財務報表連同董事會報告及獨立核數師報告。		
2.	(a) To re-elect executive director: 重選執行董事：		
	(i) To re-elect Mr. Ramon G. Torralba as director; 重選杜華博先生為董事；		
	(b) To re-elect non-executive directors: 重選非執行董事：		
	(i) To re-elect Mr. Roberto N. Huang as director; 重選黃思民先生為董事；		
	(ii) To re-elect Mr. Kenji Uchiyama as director; 重選內山建二先生為董事；		
	(iii) To re-elect Mr. Tomoki Yamauchi as director; and 重選山內智樹先生為董事；及		
	(c) To authorise the board of directors of the Company to fix the directors' remuneration. 授權本公司董事會釐定董事薪酬。		
3.	To re-appoint KPMG as the auditors of the Company and authorise the board of directors of the Company to fix their remuneration. 續聘畢馬威會計師事務所為本公司核數師及授權本公司董事會釐定其酬金。		

Notes:
附註：

1. Please insert full name(s) in **BLOCK CAPITALS** as shown in the register of members of the Company.
請用**正楷**填上登記在本公司股東名冊上的全名。

2. If you are a shareholder who is entitled to attend and vote at the AGM, you are entitled to appoint one or more proxies to attend instead of you and to vote on your behalf provided that each proxy is appointed to represent the respective number of shares held by you as specified in the relevant proxy form. A proxy need not be a shareholder of the Company, but must attend the AGM in person in order to represent you.
如　閣下有資格出席股東周年大會並在會上投票，則有權委派一位或以上代表代為出席會議並代表　閣下投票，而每位受委派者分別代表於相關代表委任表格內指明的　閣下持有股份數目。受委代表毋須為本公司股東，惟須代表　閣下親身出席股東周年大會。

3. If a proxy other than the Chairman of the meeting is preferred, cross out the words "the Chairman of the meeting" and insert the full name(s) and address(es) of the proxy (or proxies) desired in the space provided. If no name is inserted, the Chairman of the meeting will act as your proxy. **Any changes should be initialed.**
如欲委任大會主席以外的人士出任代表，請刪除「大會主席」等字，並在適當空位上填上欲委任的代表的姓名及地址。倘無填上任何姓名，大會主席將擔任　閣下的受委代表。本代表委任表格如有任何修改，**必須由簽署人簡簽示可**。

4. If you return this proxy form without indicating as to how your proxy is to vote on any particular matter, the person appointed as your proxy will exercise his/her discretion as to whether he/she votes and, if so, how and, unless instructed otherwise, he/she may also vote or abstain from voting as he/she thinks fit on any other business (including amendments to resolutions) which may properly come before the AGM.
如　閣下並無在本代表委任表格上作出具體投票指示，獲委任為　閣下代表的人士可自行酌情決定是否投票及(倘投票)如何投票，而除另有指示外，該代表亦可自行酌情就於股東周年大會上正式提呈的任何其他事項(包括對決議案的修改)投票或放棄投票。

5. Please insert full address(es) in **BLOCK CAPITALS** as shown in the register of members of the Company.
請用**正楷**填上登記在本公司股東名冊上的地址。

6. This proxy form must be signed and dated by the shareholder or his/her attorney duly authorised in writing. If the shareholder is a company, it should execute this proxy form under its common seal or by the signature(s) of (a) person(s) authorised to sign on its behalf. **In case of joint shareholding, any one shareholder may sign this proxy form. The vote of the senior joint shareholder who tenders a vote, whether in person or by proxy, shall be accepted to the exclusion of the vote(s) of the other joint shareholder(s) and for this purpose seniority will be determined by the order in which the names stand in the register of members of the Company in respect of the joint shareholding.**
本代表委任表格必須由　閣下或　閣下以書面正式授權人士簽署並註明日期。如股東為一間公司，則本代表委任表格須加蓋法團印章或由公司正式授權人親筆簽署。**如屬聯名股東，任何一位聯名股東均可簽署本代表委任表格。由較優先的聯名股東所作出的表決，不論是親自或由代表作出的，須被接受為代表其餘聯名股東的唯一表決。就此而言，股東的優先次序須按本公司股東名冊內與有關 股份相關的聯名股東排名先後而定。**

7. Please insert the number of shares registered in your name(s); if no number is inserted, this proxy form will be deemed to relate to all shares in the capital of the Company registered in your name(s).
請填上以　閣下名義登記的股份數目。如未有填上股數，則本代表委任表格將被視為與全部以　閣下名義登記的本公司股份有關。

8. In order to be valid, this proxy form must be completed and deposited at the Company's Share Registrar at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong, **at least 48 hours before the AGM (or the adjournment thereof).** If this proxy form is signed under a power of attorney, the power of attorney or other authority relied on to sign it (or a copy which has been certified by a notary public) must be deposited at the Company's share registrar with this proxy form.
本代表委任表格須於**股東周年大會(或其任何續會)舉行時間48小時前**填妥並交回本公司股份過戶登記處，地址為香港灣仔皇后大道東183號合和中心17M樓，方為有效。倘若本代表委任表格乃經授權簽署，據以簽署表格的授權書或其他授權文件(或經由公證人簽署證明的副本)，必須連同本代表委任表格送交本公司過戶登記處。

9. Completion and delivery of this proxy form will not preclude you from attending and voting in person at the AGM (and at any adjournment thereof) if you so wish.
填妥及交回本代表委任表格並不影響　閣下親自出席股東周年大會(及其任何續會)並於會上投票的權利。

PERSONAL INFORMATION COLLECTION STATEMENT "Personal Data" in this statement has the same meaning as "personal data" in the Personal Data (Privacy) Ordinance, Cap 486 (PDPO), which will include your and your appointed proxy's name and mailing address and any another personal data required to be provided. By providing your appointed proxy's Personal Data, you hereby confirm that you have obtained the consent of your appointed proxy to provide their Personal Data to the Company and Its Registrars. The Personal Data provided in this form may be used in connection with processing your appointment of proxy at the Company's AGM and instructions. Your supply of the Personal Data to the Company and/or its Registrars is on a voluntary basis. However, we may not be able to effect the appointment of your proxy and instructions unless you provide us with the Personal Data. The Personal Data will be transferred to the Registrars' agents, contractors or third-party service providers who/which offer administrative, telecommunications, computer, payment or other data processing services to the Registrars in connection with the operation of their business for the above purposes. The Company and its Registrars may also transfer your Personal Data if it is required to do so by law or in response to requests from law enforcement agencies or regulatory authorities. The Personal Data collected in this proxy form will be retained for such period as may be necessary for any of the above purposes and its directly related purposes such as for the Company's and its Registrar's record, verification and notification purposes. You and your appointed proxy have the right to request access to, correction and/or erasure of the respective Personal Data in accordance with, where applicable, the provisions of the PDPO, and any other data protection law as applicable. Any such request for access to, correction and/or erasure of the Personal Data, as well as withdrawal of consent, where applicable, should be made in writing by either one of the following means: By mail to: Privacy Officer Computershare Hong Kong Investor Services Limited 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong By email to: PrivacyOfficer@computershare.com.hk

This document is made in English and Chinese. In case of any inconsistency, the English version shall prevail

收集個人資料聲明 本聲明中所指的「個人資料」相等於《個人資料(私隱)條例》(第486章)(私隱條例)的「個人資料」，當中包括　閣下及受委代表的姓名、郵寄地址及其他有需要提供的個人資料。閣下提供受委代表之個人資料，即表示　閣下確認已獲得受委代表的同意，將其個人資料提供給公司及公司之股份過戶處。閣下所提供的個人資料會用以處理　閣下於公司股東周年大會委任代表和所發出的指示等事宜。閣下是自願向公司及／或其股份過戶處提供上述的個人資料。倘若　閣下並 無提供上述個人資料，我們可能無法處理　閣下委任代表和所發出的指示等事宜。為達致上述目的，閣下及所委任代表的個人資料將被轉移給向股份過戶處提供與其業務運作有關的行政、電訊、電腦、付款或其他資料處理服務的代理人、承包商或第三者服務供應人。若法律規定或應執法機關或監管部門的要求，公司及其股份過戶處會轉移　閣下及委任代表的個人資料。於此委任表格被收集的個人資料將會於為達致上述資料用途或任何直接相關用途所需的時間內被保存作記錄、查證及通知用途；閣下及所委任代表有權根據私隱條例及其他適用的資料保障法律，查閱、更正及／或刪除相關的個人資料。任何有關查閱、更正及／或刪除個人資料的要求，以及撤銷同意的要求(如適用)，均須以書面方式透過以下其中一種途徑提出：郵寄至：香港灣仔皇后大道東183號合和中心17M樓 香港中央證券登記有限公司 個人資料私隱主任 或電郵至：PrivacyOfficer@computershare.com.hk

本文件之中英文本如有任何歧義，概以英文本為準。

SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

23 March 2021

TO OUR SHAREHOLDERS

Dear Sir/Madam,

We have pleasure in enclosing the 2020 Annual Report of San Miguel Brewery Hong Kong Limited (the "Company"), the notice of the Fifty-eighth Annual General Meeting and the proxy form.

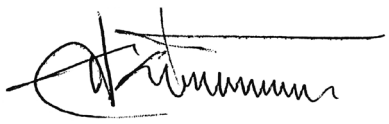
This year's Annual General Meeting will be held at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong on **26 April 2021, Monday at 3:00 p.m**.. Shareholders registration will start at 2:30 p.m..

This letter is being sent to all persons currently registered as shareholders. If you have sold your San Miguel shares, please disregard this notice.

In order to supply you with adequate facilities, we would appreciate notification of your intention to attend the meeting before 20 April 2021, Tuesday via completion and return of the appended slip.

Enclosed is a proxy form for shareholders who are unable to attend the Annual General Meeting and who wish to instruct how voting on resolutions should be registered on their behalf. Please return your proxy form to the share registrar of the Company, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not less than 48 hours before the time of the meeting. (Please refer to note 8 of the proxy form for details.)

Yours faithfully,
SAN MIGUEL BREWERY HONG KONG LIMITED



Ramon G. Torralba
Managing Director

REPLY SLIP

The Company Secretary
San Miguel Brewery Hong Kong Limited
9/F., Citimark Building, 28 Yuen Shun Circuit
Siu Lek Yuen, Shatin
New Territories
Hong Kong

I shall attend the Fifty-eighth Annual General Meeting.

NAME: _____

ADDRESS: _____

_____
(Please print name and address clearly in block letters.)

TEL. NO: _____

SIGNATURE: _____

DATE: _____

SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

Stock Code 股份代號 : 00236







ANNUAL REPORT
2020
年報

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In this report, all monetary values are expressed in Hong Kong dollars unless stated otherwise.

本年報內所有幣值，除另有註明外，均以港幣計算。

CORPORATE INFORMATION 公司資料

BOARD OF DIRECTORS

CHAIRMAN

Ramon S. Ang *(Non-executive Director)*

DEPUTY CHAIRMAN

Carlos Antonio M. Berba *(Non-executive Director)*

EXECUTIVE DIRECTOR

Ramon G. Torralba

NON-EXECUTIVE DIRECTORS

May (Michelle) W. M. Chan
Roberto N. Huang
Fumiaki Ozawa
Kenji Uchiyama
Tomoki Yamauchi

INDEPENDENT NON-EXECUTIVE DIRECTORS

Alonzo Q. Ancheta
David K.P. Li, GBM, JP
Reynato S. Puno
Carmelo L. Santiago
Cheng Chuk Man, William, Alternate to David K. P. Li, GBM, JP
(resigned on 1 September 2020)
Sum Li, Alternate to David K. P. Li, GBM, JP
(appointed on 1 September 2020)

AUDIT COMMITTEE

David K.P. Li, GBM, JP, *Chairman*
Alonzo Q. Ancheta
Carmelo L. Santiago

REMUNERATION COMMITTEE

Reynato S. Puno, *Chairman*
Carlos Antonio M. Berba
Roberto N. Huang
David K.P. Li, GBM, JP
Carmelo L. Santiago

NOMINATION COMMITTEE

Carmelo L. Santiago, *Chairman*
Alonzo Q. Ancheta
David K.P. Li, GBM, JP
Reynato S. Puno
Kenji Uchiyama

COMPANY SECRETARY

John K.L. Cheung

董事會

主席

蔡啓文（*非執行董事*）

副主席

凱顧思（*非執行董事*）

執行董事

杜華博

非執行董事

陳雲美
黃思民
小澤史晃
內山建二
山內智樹

獨立非執行董事

Alonzo Q. Ancheta
李國寶 GBM, JP
Reynato S. Puno
施雅高
鄭則民，李國寶 GBM, JP 之替任董事
（於二零二零年九月一日辭任）
李深，李國寶 GBM, JP 之替任董事
（於二零二零年九月一日委任）

審核委員會

李國寶 GBM, JP，*主席*
Alonzo Q. Ancheta
施雅高

薪酬委員會

Reynato S. Puno, *主席*
凱顧思
黃思民
李國寶 GBM, JP
施雅高

提名委員會

施雅高，*主席*
Alonzo Q. Ancheta
李國寶 GBM, JP
Reynato S. Puno
內山建二

公司秘書

張嘉麟

CORPORATE INFORMATION 公司資料

AUDITORS

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

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

核數師

畢馬威會計師事務所
於《財務匯報局條例》下
的註冊公眾利益實體核數師

執業會計師
香港
中環
遮打道十號
太子大廈八樓

SOLICITORS

Mayer Brown JSM
16-19th Floor, Prince's Building
10 Chater Road
Central
Hong Kong

Gallant, Solicitors & Notaries
5th Floor, Jardine House,
1 Connaught Place,
Hong Kong

律師

孖士打律師行
香港
中環
遮打道十號
太子大廈十六至十九樓

何耀棣律師事務所
香港
中環
康樂廣場一號
怡和大廈五樓

REGISTERED OFFICE

9th Floor
Citimark Building
28 Yuen Shun Circuit
Siu Lek Yuen
Shatin, New Territories
Hong Kong

註冊辦事處

香港
新界
沙田
小瀝源
源順圍二十八號
都會廣場九樓

SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
Shops 1712-1716, 17th Floor
Hopewell Centre
183 Queen's Road East
Wanchai, Hong Kong

股份過戶登記處

香港中央證券登記有限公司
香港灣仔
皇后大道東一八三號
合和中心
十七樓一七一二至一七一六號舖

PRINCIPAL BANKERS

Agricultural Bank of China Limited
Australia and New Zealand Banking Group Limited
Bank of China (Hong Kong) Limited
Bank of China Limited
China Construction Bank (Asia) Corporation Limited
Guangdong Shunde Rural Commercial Bank Company Limited
The Bank of East Asia (China) Limited
The Bank of East Asia, Limited
The Hongkong and Shanghai Banking Corporation Limited
O-Bank Co., Ltd.

主要往來銀行

中國農業銀行股份有限公司
澳新銀行集團有限公司
中國銀行(香港)有限公司
中國銀行有限公司
中國建設銀行(亞洲)股份有限公司
廣東順德農村商業銀行股份有限公司
東亞銀行(中國)有限公司
東亞銀行有限公司
香港上海滙豐銀行有限公司
王道商業銀行股份有限公司



San Miguel Brewery Hong Kong Limited and its subsidiaries registered a consolidated profit of HK$13.9 million in 2020.


生力
清啤
啤 酒
净含量:330ml
Enjoy 适饮健康
Responsibly
ALL-ALUMINIUM CAN
过量饮酒 有害健康
LIGHT

THE YEAR'S HIGHLIGHTS 本年度摘要

(Expressed in Hong Kong dollars except number of shares issued, shareholders and personnel)

（除發行股數，股東數目及員工人數外均以港幣列示）

		2020 二零二零年	2019 二零一九年
Revenue ($'000)	收入（千元）	**555,658**	580,050
Profit for the year ($'000)	年度盈利（千元）	**13,851**	8,300
Earnings per share — Basic (cents)	每股盈利 — 基本（仙）	**5**	3
Taxes paid, including beer tax ($'000)	税項連啤酒税（千元）	**11,068**	13,825
Taxes paid per share (cents)	每股税項（仙）	**3**	4
Non-current tangible assets ($'000)	非流動有形資產（千元）	**465,291**	474,377
Net worth ($'000)	淨值（千元）	**543,011**	515,914
Salaries, wages and other benefits ($'000)	薪金、工資及其他福利（千元）	**121,179**	122,952
Number of shares issued	發行股數	**373,570,560**	373,570,560
Number of shareholders	股東數目	**1,950**	1,946
Number of personnel	員工人數	**517**	491

CHAIRMAN'S STATEMENT 主席報告



Ramon S. Ang 蔡啓文
Chairman 主席

To our shareholders,

FINANCIAL RESULTS

San Miguel Brewery Hong Kong Limited (the "Company") and its subsidiaries (the "Group") registered a consolidated profit of HK$13.9 million in 2020 (2019: HK$8.3 million). Net profit attributable to equity shareholders for 2020 reached HK$17.2 million (2019: HK$11.6 million).

The Group's consolidated revenue was HK$555.7 million, 4.2% lower than the same period in 2019. Gross profit reached HK$243.4 million, 6.0% lower than the HK$258.8 million in 2019, with a gross profit margin of 43.8%.

As of 31 December 2020, cash and cash equivalents and bank deposits amounted to HK$156.1 million (HK$129.4 million as of 31 December 2019).

Loans as of 31 December 2020 amounted to HK$92.9 million, 9.1 % lower than the HK$102.2 million debt reported the prior year. Total net assets stood at HK$543.0 million (HK$515.9 million as of 31 December 2019), with a loan-to-equity ratio of 0.17 (31 December 2019: 0.20).

致各股東：

財務業績

香港生力啤酒廠有限公司(「本公司」)及其附屬公司(「本集團」)錄得二零二零年之綜合盈利為1,390萬港元(二零一九年：830萬港元)。二零二零年本公司權益持有人應佔盈利為1,720萬港元(二零一九年：1,160萬港元)。

本集團之綜合收入為5.56億港元，較二零一九年同期低4.2%。毛利達2.43億港元，較二零一九年之毛利2.59億港元低6.0%，而毛利率則為43.8%。

於二零二零年十二月三十一日，現金及等同現金項目和銀行存款為1.56億港元(二零一九年十二月三十一日：1.29億港元)。

二零二零年十二月三十一日之總貸款為9,290萬港元，較去年錄得之1.02億港元低9.1%。總資產淨值維持5.43億港元(二零一九年十二月三十一日 ：5.16億港元)，而貸款比率為0.17(二零一九年十二月三十一日 ：0.20)。

CHAIRMAN'S STATEMENT 主席報告

DIVIDENDS

No final dividends will be declared for the year ended 31 December 2020.

股息

不派發截至二零二零年十二月三十一日止年度之末期利息。

BUSINESS REVIEW

HONG KONG OPERATIONS

The economic recession in Hong Kong eased in the second half of 2020, as the territory managed to contain the third wave of COVID-19 infections, before the onset of the fourth wave toward the end of the year. The moderately improved economic performance in the second half was also due to the low-base effect, since the economic situation in the comparable half of 2019 was marked by the social unrest that reigned in spending and investment.

To provide the private sector financial support, the Hong Kong Government launched the "Employment Support Scheme" (ESS). The Company availed of this program and received the support in two tranches for wages paid from June to August, and from September to November 2020. Our Hong Kong operations posted strong profit recovery in 2020, driven by an improvement in total volumes and rationalization in spending, further supported by the government's ESS.

Our Hong Kong operations were able to achieve roughly the same level of local sales volume in 2020 despite a 7% contraction of the total Hong Kong beer industry compared to the same period in 2019. Including export sales volumes, the Company achieved a 2% increase in total sales volume over the previous year.

The various COVID-19-related restrictions on social distancing and cross-border activities impacted the entire market dynamics of the beer industry. Sales in on-premise outlets declined and beer consumption shifted to off-premise, which accounted for 84% of retail sales in 2020. The Company was able to adapt quickly to changing consumer habits by targeting advertising and promotion towards more appropriate media and channels, to ensure that our brands fit into consumers' new lifestyles.

To take advantage of the shift to home consumption, San Miguel brands San Miguel Pale Pilsen, San Mig Light and San Miguel Cerveza Negra, implemented a co-branded retail chain-wide promotion, 大放送, which ran from May to June. This was followed by a co-branded market-wide lucky draw promotion implemented from August to September. Both major initiatives were supported by tactical advertising, including on-site and online campaigns to ensure high awareness, participation, and consumption. Apart from these, the market-wide promotion also utilized television ads to encourage greater participation. A series of premium redemption promotion was also organized throughout the year to push volumes in convenience stores.

業務回顧

香港業務

在二零二零年年底2019冠狀病毒病第四波疫情開始前，隨著第三波疫情被受控，香港經濟衰退步伐在下半年有所放緩。而本公司在二零二零年下半年略微改善的經濟表現也受惠於低基數效應，因為去年同期受到社會事件而減低支出和投資。

香港政府推出「保就業」計劃（ESS），向私營機構提供經濟支援。本公司也參加此計劃並獲得兩期工資補貼，分別為二零二零年六月至八月及九月至十一月。而香港業務於二零二零年的盈利有強勁的回升，除了因為總銷量增長和支出優化，更受到政府「保就業」計劃的支持。

儘管在二零二零年香港整體啤酒業銷量比二零一九年同期收縮7%，我們香港業務仍能大致維持去年本地銷量水平。再加上出口銷量，本公司的總銷量比去年增長2%。

針對2019冠狀病毒病相關的各種社交距離和跨境活動的限制措施影響了整個啤酒業的市場動態。現飲場所的銷售下降，啤酒消費模式也轉向非現飲，而非現飲銷量則佔二零二零年零售銷售總額84%。本公司也能迅速迎合改變中的消費模式，將廣告和宣傳投放在更合適的媒體和渠道上，以確保我們的品牌能更融入消費者的新生活方式。

有見於在家消費日增，生力啤酒品牌包括生力啤酒、生力清啤和生力黑啤，於五月至六月在連鎖超市及便利店推出名為「大放送」的全品牌推廣活動。而在八月及九月也相繼推出全品牌的大型抽獎推廣活動。這兩項大型活動均有投放策略性廣告，包括現場和網上宣傳，以提升品牌的認知度、參與度和飲用消費。此外，這些推廣活動還透過電視廣告來吸引更高的參與度。而年內也舉辦一系列禮品換領活動，以推動便利店的銷量。

CHAIRMAN'S STATEMENT 主席報告

BUSINESS REVIEW (Continued)

HONG KONG OPERATIONS (Continued)

The premium segment's share of the Hong Kong market increased in 2020, pushing the growth of our broad portfolio of premium, specialty, and craft beers. Red Horse Beer, in particular, outperformed its sales in 2019 by more than 200%. Kirin beer brands, which the Company distributes exclusively within Hong Kong and Macau, registered a 17% volume improvement over the previous year. Riding on the uptrend of the premium segment, the Company launched San Miguel Cerveza Blanca, our new wheat beer offering, in December 2020. With its perfect harmony of spicy, smoky, and fruity flavors throughout a smooth and refreshing taste, the Company expects the brand to be well-received by Hong Kong consumers.

In the lower-priced segment, our Blue Ice Beer brand was able to increase its market share following consistent programs such as celebrity endorsement, retail chain-wide promotions, and exclusive premium redemptions in convenience store.

SOUTH CHINA OPERATIONS

Despite seeing its first economic contraction in nearly three decades during the first quarter of 2020, China reported GDP growth for the year.

The drop in consumer spending was a stark reminder of the extensive impact of the pandemic both in terms of public health and the economic impact after the government imposed strict measures to control the spread of infections. The decline in sales volume within South China was a result of the national lockdown, with government mandating the temporary shutdown of all outlets, factories — including our brewery in Foshan — and the closure of shipping ports in South China in the early part of the year. Weak commercial activities also persisted even after the lockdown. While export volume was initially affected by the temporary closure of the brewery and shipping ports, it was able to recover and deliver positive growth for the year.

As announced on 28 October 2020, the business term of Guangzhou San Miguel Brewery Company Limited ("GSMB") expired on 29 November 2020 in accordance with GSMB's Articles of Association and the Joint Venture Contract between San Miguel (Guangdong) Limited ("SMG") and Guangzhou Brewery ("GB"). GSMB ceased operations on 30 November 2020.

The principal activity of GSMB was the distribution of bottled, canned, and draught beers in the South China market, while San Miguel (Guangdong) Brewery Company Limited ("SMGB") manufactures and provides quality beer products and services to both GSMB and San Miguel Brewing International's export business. Following the cessation of GSMB operations, SMGB took over the selling and distribution of the said beer products in the South China market on 30 November 2020.

業務回顧（續）

香港業務（續）

在二零二零年，高檔啤酒在香港市場佔有率增加，更推動及擴闊我們在高檔、特色及手工啤酒的產品組合。尤其是紅馬啤酒，其銷量比二零一九年大增200%。由本公司在香港和澳門獨家分銷的麒麟啤酒，其銷量比去年增長17%。乘著高檔市場的上升趨勢，本公司於二零二零年十二月推出新的小麥啤酒-生力白啤。生力白啤完美揉合了香料、煙燻及果味，帶有順滑清新的味道，本公司預期此品牌會獲得香港消費者的垂青。

在低價啤酒市場，藍冰啤酒透過持續性的品牌活動，如名星代言、連鎖超市及便利店推廣活動、便利店限定禮品換領活動，以提高其市場佔有率。

華南業務

儘管二零二零年第一季度出現近三十年來首次的經濟收縮，中國全年仍錄得GDP正增長。

中國政府採取嚴格措施控制新冠肺炎的傳播，這對公共衛生和經濟也帶來廣泛的影響，而下滑的消費者支出是一個明顯的反映。華南地區的銷量下降是受到年初全國封鎖措施和華南港口停運影響，當時，政府要求所有銷售點、工廠（包括我們在佛山的啤酒廠）暫時關閉。即使解封後，商業活動仍持續疲弱。雖然出口銷量最初受到啤酒廠和港口暫時關閉而影響，但仍能於年內恢復和實現正增長。

在二零二零年十月二十八日公佈，根據生力啤（廣東）有限公司（「生力啤廣東」）和廣州啤酒廠（「廣州啤酒廠」）的廣州生力啤酒有限公司（「廣州生力」）之公司章程和合資合同條款，廣州生力的營業期限在二零二零年十一月二十九日屆滿，而廣州生力於二零二零年十一月三十日正式結束業務。

廣州生力的主要業務是負責華南市場分銷瓶裝、罐裝和生啤酒；而生力（廣東）有限公司（「生力廣東」）的主要業務是為廣州生力和生力啤酒國際的出口啤酒生產優質的啤酒產品和服務。隨著廣州生力結束業務，生力廣東於二零二零年十一月三十日接管了上述啤酒產品在華南市場的銷售和分銷。

BUSINESS REVIEW (Continued)

SOUTH CHINA OPERATIONS (Continued)

Overall, our consolidated South China operations improved and registered sales volume growth in 2020. However, overall profit performance declined by 94% due to the one-time cost for the employee separation pay in relation to the cessation of GSMB. Without the cost of employee separation pay, the overall profit of the South China Operations would have improved by 90%.

Brand-building focused on tactical initiatives to drive consumption. San Miguel Pale Pilsen launched an under-the-crown market-wide campaign through an on-line lucky draw promotion from August to November 2020, with merchandising blitz support. Meanwhile, San Mig Light rolled out a merchandising campaign in June 2020 in almost 900 outlets to improve visibility and promote brand awareness. In addition, the Company introduced Dragon Legend in 330ml-bottle in night outlets and in strategic restaurants.

COMMUNITY RELATIONS AND SOCIAL RESPONSIBILITY

Social responsibility is an important aspect of how we do business. Apart from meticulously complying with legal or regulatory requirements, we genuinely work toward making a positive impact on the welfare of our employees, their families, our business partners, our local communities, and the environment.

Since 2015, we have published an Environment, Social and Governance ("ESG") Report to provide the public an appreciation of how we approach and address different ESG issues. The Company's 2020 ESG Report will be available on our website within three months of the publication of the Company's annual report.

We actively promote responsible drinking within the organization and also to the public. We are also committed to protecting the environment and ensuring that environmental standards and initiatives set by the government are met or exceeded.

To bring focus and emphasis on the Company's approach and strategy on the management of ESG issues, the Board established the Sustainability Committee on 2 November 2020.

業務回顧（續）

華南業務（續）

在二零二零年，華南的整體業務得到改善，而銷量也錄得增長。但是，由於廣州生力結束業務而涉及一次性員工遣散費用，導致整體利潤下降94％。如果沒有此遣散費支出，華南業務的整體利潤將會提升90％。

品牌建設聚焦於策略性活動以推動消費。生力啤酒於二零二零年八月至十一月推出揭蓋有獎的促銷活動，透過網上抽獎形式進行，而整個期間也有陳列推廣。同時，生力清啤於二零二零年六月在近九百個銷售點舉辦陳列活動，以提高品牌曝光率及提升認知度。此外，本公司在夜場和策略性的餐廳推出了龍啤傳說330毫升樽裝。

社區關係及社會責任

社會責任是我們營運業務其中一個重要的部份。除了遵守法例和規管要求外，我們亦致力為僱員及其家屬、業務夥伴、社區及環境帶來正面影響。

自二零一五年起，我們開始刊發《環境、社會及管治（ESG）報告》，讓公眾更清楚瞭解我們對社會上不同ESG議題的回應。本公司二零二零年的ESG報告將會於年報刊發後三個月內在本公司網站刊載。

我們積極在公司內及向公眾推廣暢飲有責。我們亦致力保護環境，確保符合甚或超過政府所制定的各種環保標準。

為了讓公司更注重和關注在處理ESG問題上的方案和策略，董事會於二零二零年十一月二日成立了可持續發展委員會。

CHAIRMAN'S STATEMENT 主席報告

HUMAN RESOURCES

The Company has always recognized the key role our employees play in our success. As such, we continue to invest in our people by ensuring they are equipped with the knowledge, skills, and experiences to match our needs, keep them challenged, and allow them to reach their fullest potential. Even in the time of COVID-19, we've invested in in-house training and publicly available webinars to support their personal growth and foster harmony in the organization.

We also have in place a set of safety and health measures to protect our employees from both the day-to-day working environment and from extraordinary circumstances such as the COVID-19 pandemic.

We continue to offer competitive remuneration packages commensurate with industry standards and to provide attractive fringe benefits, including medical and insurance coverage and numerous paid leaves, on top of legal requirements.

CORPORATE GOVERNANCE

The Company continues to apply the principles of the Corporate Governance ("CG") Code and CG Report contained in Appendix 14 of the Listing Rules throughout the year, save for the deviation discussed below:

- All of the non-executive directors are appointed for a specific term (Code Provision A.4.1 of the CG Code) and are subject to retirement by rotation at least once every three years and to re-election at the annual general meeting in accordance with the Company's Articles of Association.

- The board only met three times during the year under review (Code Provision A.1.1 of the CG Code) due to the COVID-19 pandemic and the regulations implemented by the HKSAR government and the Philippines government, which prohibited international travel.

- The chairman and the board committees, who are based in Manila, did not attend the Annual General Meeting in 2020 due to the COVID-19 pandemic and the regulations implemented by the HKSAR government and the Philippines government, which prohibited international travel.

DIRECTORS

Mr. William C. M. Cheng has resigned as an alternate director to an independent non-executive director, Dr. the Hon. Sir David K.P. Li, due to his retirement from The Bank of East Asia, Limited, and was replaced by Ms. Sum Li on 1 September 2020. Save for this, there has been no change in the membership of the Board of Directors since we published our interim report on 25 August 2020.

人力資源

本公司一直視僱員為業務成功的關鍵。因此，我們繼續投資在僱員身上，確保他們具備的知識、技能和經驗與公司需要吻合，讓他們不斷面對挑戰，從而發揮他們最大的潛能。即使在2019冠狀病毒病時期，我們也不乏在內部培訓和網上研討會投放資源，支持他們的個人成長，締造和諧的工作間。

我們制定了一套安全和健康的措施，使僱員在日常工作環境和在特殊情況下，如2019冠狀病毒病時皆受到保護。

我們繼續為僱員制定符合市場標準的薪酬，並提供吸引的福利，包括醫療保障和保險，以及給予高於法律要求的有薪假期。

企業管治

於回顧年度，本公司繼續採用載於上市規則附錄十四的《企業管治守則》及《企業管治報告》的原則，惟下文所述的偏離行為除外：

- 根據本公司組織章程，所有非執行董事每三年須在股東周年大會輪值退任及接受重新選舉，故並無特定任期（企業管治守則條文A.4.1）。

- 由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府對國際旅遊的限制措施，董事會在本年度僅召開了三次會議（企業管治守則條文A.1.1）。

- 由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府對國際旅遊的限制措施，駐於馬尼拉的主席和董事會委員會沒有參加二零二零年年度股東周年大會。

董事

鄭則民先生因從東亞銀行有限公司退休，故已辭任本公司獨立非執行董事李國寶爵士之替任董事，並由李深女士於二零二零年九月一日起接任。除這變動外，由二零二零年八月二十五日本公司之中期報告出版後，董事會成員沒有任何變更。

FUTURE DIRECTION AND CHALLENGES

For 2021, the Company has outlined the following objectives:

- In Hong Kong, we will further improve profitability and work to increase our market share by maximizing the use of our resources, nurturing a winning culture within the organization, and focus more on the San Miguel brand. We will be quick to adopt to emerging consumption dynamics in our markets and will work closely with wholesalers and direct customers to ensure product availability is in line with market needs.

- In South China, we intend to take advantage of newly streamlined operations and further improve profitability by continuing to develop both our dealer and wholesaler networks in all of our markets. We will strengthen the brand equity of both the San Miguel and Dragon brands while enhancing the productivity of our sales force. We will also maintain our export business and aim to improve margins and rationalize costs.

To achieve these objectives, we will be responsive to the following risks:

While the global pandemic persists as of this writing, the arrival of COVID-19 vaccines offers hope for economic recovery. However, access as well as the timing of distribution in mainland China, Hong Kong, and Macau is yet to be determined. The occurrence of new and more infectious and/or fatal strains of COVID-19 is also something to watch out for. Improvements in domestic economic activities and our performance as a company depends critically on how fast and how efficient the vaccine roll-out is and whether there are future outbreaks.

- Political unrest in Hong Kong seems to have subsided as a result of the COVID-19 pandemic and the new security law. We will continue to monitor how the unrest will further manifest.

- The Hong Kong government will be imposing a recycling levy on glass beverage containers. When this measure is put in place, prices for our products in glass bottles may be affected, which will in turn impact consumption.

Moving forward, we reiterate our commitment to maximizing shareholder value and strengthen our brands. We have a number of dynamic strategies in place to not only help us cope with the challenges ahead, but also enable us to manage costs effectively, so we can have a strong foundation for better profitability.

未來方向及挑戰

本公司於二零二一年的目標包括 ：

- 在香港，我們會繼續高效使用資源，推動致勝企業文化，更集中推廣生力啤酒品牌，以進一步改善盈利和增加市場佔有率。我們也會迅速捉緊啤酒市場的新興消費模式，並加強與批發商和直銷客戶的合作，以確保產品供應與市場需求一致。

- 在華南，我們會善用新的精簡公司架構，加上繼續在市場上發展分銷商和批發商網絡，從而進一步改善盈利能力。我們會加強生力啤酒和龍啤的品牌價值，同時提升銷售團隊的生產力。我們亦會維持出口業務及致力提高邊際利率和優化成本支出。

為達到這些目標，我們會積極應對下述風險：

在撰寫此文時，全球疫情仍然持續，不過2019冠狀病毒病疫苗的送達為經濟復甦帶來希望，但是疫苗在中國內地、香港和澳門的分發及接種時間尚未確定。與此同時，新的變種2019冠狀病毒病更具傳染性／致命性，這是不容忽視的。國內經濟活動的改善及我們公司的表現將主要取決於疫苗推出的速度和效用，以及在將來會否再有疫情爆發。

- 由於2019冠狀病毒病的出現和新國安法的實施，香港的政治動盪似乎得到緩和。我們將繼續監測動盪會否進一步浮現。

- 香港政府將對玻璃飲料容器徵收回收費。當有關法例生效時，我們的玻璃瓶裝產品的價格可能會受到影響，從而影響消費。

展望未來，本公司重申我們的承諾，致力於實現股東價值最大化，並強化我們的品牌。我們訂下的各項動態策略，不但有助應對未來的挑戰，亦能有效控制成本，為未來盈利增長奠定堅實的基礎。

CHAIRMAN'S STATEMENT 主席報告

FUTURE DIRECTION AND CHALLENGES (Continued)

We will strive to ensure that our beer brands remain relevant to our consumers and customers, regardless of the occasion, their location, and lifestyle.

Apart from our sales and marketing strategies, we also have new guidelines, systems, and policies in place to ensure efficient and effective cost management, sustainable environmental management, and responsible social engagement.

We convey our sincere appreciation to our Board of Directors for their valuable guidance. We also wish to acknowledge our employees for their dedication and professionalism, and most of all, our shareholders, customers, and consumers for their continued support during this difficult time.



Ramon S. Ang
Chairman

1 March 2021

未來方向及挑戰（續）

無論何時、何地、何種生活方式，我們將努力確保我們的啤酒品牌與消費者和客戶保持密切聯繫。

除了銷售和市場營銷策略外，我們正在推行下新指引、系統和政策，以確保能有效率和有效地管理成本，建立可持續的環境管理，並肩負企業社會責任。

我們謹此對董事會寶貴的指導表示衷心感謝。我們亦真誠感謝每位僱員的貢獻和專業精神，而最重要的是感謝各股東、客戶和消費者在這個艱難時期對我們的持續支持。



主席
蔡啓文

二零二一年三月一日



儘管在二零二零年香港整體啤酒業銷量比二零一九年同期收縮 7%，我們香港業務仍能大致維持去年本地銷量水平。

DIRECTORS' REPORT 董事會報告

To be presented at the Fifty-eighth Annual General Meeting of shareholders to be held at Island Ballroom, Level 5, Island Shangri-La Hong Kong, Two Pacific Place, Supreme Court Road, Central, Hong Kong on 26 April 2021 at 3:00 p.m.

此報告將於二零二一年四月二十六日下午三時正假座香港中區法院道太古廣場二期港島香格里拉大酒店五樓香島殿舉行之第五十八屆股東周年大會上提交。

The directors submit their Annual Report together with the audited financial statements for the year ended 31 December 2020.

董事會仝人向各股東提呈截至二零二零年十二月三十一日止年度之年報及經審核財務報表。

PRINCIPAL PLACE OF BUSINESS

The Company is a company incorporated and domiciled in Hong Kong and has its registered office and principal place of business at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong.

主要營業地點

本公司是一間於香港註冊成立的公司，註冊辦事處及主要營業地點為香港新界沙田小瀝源源順圍二十八號都會廣場九樓。

PRINCIPAL ACTIVITIES

The principal activities of the Company are the manufacture and distribution of bottled, canned and draught beers. The principal activities and other particulars of the Company's subsidiaries are set out in note 13 to the financial statements.

主要業務

本公司之主要業務為製造及分銷樽裝、罐裝及桶裝啤酒。各附屬公司之主要業務及其他細節載於財務報表附註13。

The segment analysis of the Group for the financial year is set out in note 3 to the financial statements.

有關本財政年度本集團之類別分析，載於財務報表附註3。

MAJOR CUSTOMERS AND SUPPLIERS

The information in respect of the Group's sales and purchases attributable to the major customers and suppliers, respectively, during the year is as follows:

主要客戶及供應商

以下所載為本年度主要客戶及供應商分別佔本集團銷售及採購數額之資料：

		Percentage of the Group's total 佔本集團	
		Sales 銷售總額百分比	Purchases 採購總額百分比
The largest customer	最大客戶	38.28%	
Five largest customers in aggregate	首五大客戶合計	61.99%	
The largest supplier	最大供應商		6.97%
Five largest suppliers in aggregate	首五大供應商合計		24.82%

One of the five largest suppliers and one of the five largest customers was San Miguel Corporation ("SMC") and its associates (collectively the "San Miguel Group") in which Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Mr. Ramon G. Torralba, Mr. Alonzo Q. Ancheta, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Reynato S. Puno, Mr. Carmelo L. Santiago, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi have beneficial interests to the extent that they have/had equity interests in and/or are/were directors and/or officers of the San Miguel Group.

生力總公司(「生力總公司」)及其關聯公司(統稱「生力集團」)為首五大供應商及首五大客戶其中之一。其中，蔡啓文先生、凱顧思先生、杜華博先生、Alonzo Q. Ancheta先生、黃思民先生、小澤史晃先生、Reynato S. Puno先生、施雅高先生、內山建二先生及山內智樹先生因擁有生力集團之股權及／或為／曾任其董事及／或高級人員而獲得利益。

Save as disclosed above, at no time during the year have the directors, their associates, or any shareholder of the Company (which to the knowledge of the directors owns more than 5% of the Company's share capital) had any interest in these major customers or suppliers.

除上文所披露者外，各董事、彼等之聯繫人士或任何據董事所知擁有本公司股本超過百份之五之本公司股東於本年度內概無擁有該等主要客戶或供應商之任何權益。

RECOMMENDED DIVIDENDS

The directors have resolved that no final dividend be declared for the year ended 31 December 2020.

建議股息

董事會通過不派發截至二零二零年十二月三十一日止年度之末期股息。

BUSINESS REVIEW AND PERFORMANCE

A fair review of the Group's business during the year, including the analysis using financial key performance indicators, and the outlook of the Group's business are provided in the Chairman's Statement section from pages 7 to 13 of this Annual Report. Description of the principal risks and uncertainties which faced the Group in 2020 can be found in the Chairman's Statement, including the financial risks mentioned in note 24 to the financial statements.

During the year ended 31 December 2020 ("the year under review"), the business term of the Company's indirect majority-owned subsidiary in the People's Republic of China ("PRC"), Guangzhou San Miguel Brewery Co., Ltd. ("GSMB"), expired on 29 November 2020 in accordance with GSMB's Articles of Association and the Joint Venture Contract between San Miguel (Guangdong) Limited ("SMG") and Guangzhou Brewery ("GB"). GSMB is an equity joint venture formed in 1990 and held as to 70% by SMG and as to 30% by GB. As a result of the expiry of its business term, GSMB ceased operations on 30 November 2020 and has commenced the liquidation process on 30 November 2020, in accordance with the applicable laws of the PRC. San Miguel (Guangdong) Brewery Co., Ltd. ("SMGB"), another PRC subsidiary of the Company that had been serving as the production source of the beer products being sold by GSMB under the "San Miguel" related trademarks, began the selling and distribution of the said beer products in the South China market commencing 30 November 2020. Announcements were made by the Company on 28 October 2020, 25 November 2020 and 30 November 2020 in this respect.

Save for those disclosed in the Chairman's Statement in this Annual Report and the foregoing, there were no other important events affecting the Group that have occurred since the end of the financial year 2020.

The Company defines stakeholders as all those who affect, and/or are affected by, its business. It embraces both internal and external stakeholders, ranging from employees, trade partners, shareholders, suppliers, government and local communities. The Company believes that engaging stakeholders is crucial for the sustainability of its business, as this does not just help the Company understand the possible risks and opportunities to its business, but also makes possible the actual mitigation of the risks and the full comprehension of the opportunities to its business. The Company also communicates with them through various channels to ensure that its stakeholders are made aware of and understand its business and/or products.

業務審視及業績

有關本集團年內表現的中肯審視，包括運用財務關鍵表現指標進行的分析，以及本集團的業務展望在本年報第7至13頁的「主席報告」中闡述。關於本集團面對的主要風險及不明朗因素的敘述在「主席報告」中闡述，包括於財務報表附註24中披露的金融風險。

截至二零二零年十二月三十一日止年度（「回顧年度」）內，本公司在中華人民共和國（「中國」）的間接擁有多數權益的附屬公司廣州生力啤酒有限公司（「廣州生力」）的營業期限，已於二零二零年十一月二十九日根據廣州生力的組織章程及生力啤（廣東）有限公司（「生力啤廣東」）與廣州啤酒廠（「廣州啤酒廠」）之間的合資合同而屆滿。廣州生力為生力啤廣東與廣州啤酒廠於一九九零年成立的合資合營公司，並由生力啤廣東及廣州啤酒廠分別持有70%及30%。於其營業期限屆滿後，廣州生力已於二零二零年十一月三十日起結束業務，並已於二零二零年十一月三十日根據中國適用法律開始清算程序。本公司於中國的另一間附屬公司生力（廣東）啤酒有限公司（「生力（廣東）」）（以往為廣州生力以「生力」相關商標銷售的啤酒產品的生產來源）已於二零二零年十一月三十日起於華南市場銷售和分銷上述啤酒產品。本公司已就此於二零二零年十月二十八日、二零二零年十一月二十五日及二零二零年十一月三十日作出披露。

除本年報之「主席報告」及上述內容中所披露外，自二零二零年財政年度結束後，並沒有其他會影響本集團的重要事件發生。

本公司將持份者定義為所有那些影響和／或受本公司業務影響的人員。這包括內部和外部持份者，涉及僱員、業務夥伴、股東、供應商、政府和本地社區。本公司相信持份者的參與對其業務的持續發展非常重要，他們的參與不僅有助於本公司理解可能存在的風險和機遇，也幫助本公司實際減輕風險和充分理解種種機遇。本公司亦通過各種渠道與持份者進行溝通以確保他們充分意識並理解其業務和／或產品。

DIRECTORS' REPORT 董事會報告

BUSINESS REVIEW AND PERFORMANCE (Continued)

The Company endeavors to protect the environment in which it operates its business. During the year under review, there was no material non-compliance in relation to air and greenhouse gas emission, discharges into water and land, and generation of hazardous and non-hazardous wastes. The Company also endeavors to further improve the management of the different Company resources and its operations to prevent pollution and minimize waste, and is committed to continuously train and encourage all its employees to be more environmentally conscious.

During the year under review, no material non-compliance of the laws and regulations that have a significant impact on the Company was noted. In addition, a discussion on the Company's compliance with the Corporate Governance Code ("CG Code") is included in the Corporate Governance Report section from page 39 to 54 of this Annual Report. A discussion on the Company's financial statements' compliance with the Hong Kong Financial Reporting Standards, Hong Kong Companies Ordinance and the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules") is also included in note 1 to the financial statements.

CHARITABLE AND OTHER DONATIONS

Charitable and other donations made by the Group during the year amounted to HK$16,500 (2019: HK$28,500).

SHARE CAPITAL

Details of the share capital of the Company are set out in note 23(b) to the financial statements.

DIRECTORS

The directors of the Company as at the date of this Annual Report are set out on page 2 of this Annual Report.

During the year under review, all of the directors (including their alternate directors) served as such for the full year and none of them were appointed as directors or alternate directors after the last Annual General Meeting; with the exception of Mr. William C. M. Cheng who resigned as an alternate director to an independent non-executive director, Dr. the Hon. Sir David K.P. Li, on 1 September 2020 due to his retirement from The Bank of East Asia, Limited, and was replaced by Ms. Sum Li.

Mr. Roberto N. Huang, Mr. Ramon G. Torralba, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi, retire by rotation in accordance with Article 105 of the Company's Articles of Association at the forthcoming Annual General Meeting and, being eligible, offer themselves for re-election.

None of the directors proposed for re-election at the forthcoming Annual General Meeting has an unexpired service contract which is not determinable by the Company or any of its subsidiaries within one year without payment of compensation, other than normal statutory obligations.

業務審視及業績(續)

本公司致力保護其營運的環境，於回顧年度內，在廢氣和溫室氣體排放、向水和土地的排污、以及有害及無害廢棄物的產生方面不存在任何重大違規情況。本公司亦致力進一步改善其對不同資源的管理及操作以避免污染並將廢棄物減到最低、並致力於持續培訓和鼓勵所有員工以便提高僱員的環保意識。

於回顧年度內，對本公司有重大影響的有關法律及規例不存在任何重大違規情況。並且，本公司遵守企業管治守則(「企業管治守則」)的情況已包括在本年報第39至54頁的「企業管治報告」。有關本公司的財務報表遵守香港財務報告準則、香港《公司條例》之規定及香港聯合交易所有限公司證券上市規則(「上市規則」)的情況亦已包括在財務報表附註1。

慈善及其他捐款

本集團於本年度內之慈善及其他捐款合共16,500港元(二零一九年：28,500港元)。

股本

有關本公司股本之詳情載列於財務報表附註23(b)。

董事

於本年報之日期各董事之名單載於第2頁。

於回顧年度內，除鄭則民先生因從東亞銀行有限公司退休而於二零二零年九月一日辭任本公司獨立非執行董事李國寶爵士之替任董事，並由李深女士接任外，全部董事(包括其替任董事)均於全年擔任董事職務，亦無董事或替任董事於上一次股東周年大會後被委任為董事。

黃思民先生、杜華博先生、內山健二先生及山內智樹先生均依據本公司組織章程第105條規定，於即將舉行之股東周年大會上輪流告退及重選連任。

擬於應屆股東周年大會上膺選連任之董事並無與本公司或其任何附屬公司簽訂本公司或其任何附屬公司不得於一年內終止而不作出賠償(一般法定賠償除外)之服務合約。

DIRECTORS OF SUBSIDIARIES

The names of all directors who have served on the boards of the subsidiaries of the Company during the year ended 31 December 2020 or during the period from 1 January 2021 to the date of this Annual Report are available on the Company's website, *info.sanmiguel.com.hk*.

附屬公司董事

於截至二零二零年十二月三十一日止年度或由二零二一年一月一日至本年報日期止期間，所有服務本公司附屬公司董事會的董事姓名載於本公司網站，網址為*info.sanmiguel.com.hk* 。

DIRECTORS' INTERESTS

The directors of the Company as of 31 December 2020 had the following personal interests in the shares of the Company, its holding companies, subsidiaries and other associated corporations (within the meaning of the Securities and Futures Ordinance ("SFO")) at that date as recorded in the register of directors' interests required to be kept under Section 352 of the SFO:

董事之權益

按《證券及期貨條例》第352條規定備存之董事權益登記冊記錄所載，於二零二零年十二月三十一日之本公司董事於當日持有本公司、其控股公司、附屬公司及其他聯繫公司（定義見《證券及期貨條例》）已發行股本之實際權益如下：

(1) INTERESTS IN ISSUED SHARES

(1) 已發行股本之權益

Name 姓名		Number of ordinary shares in the Company 本公司之普通股之股份數目 Number of shares held 持股數目	% of total issued shares 佔已發行股份總數之百分比
David K. P. Li	李國寶	12,000,000	3.21%

Name 姓名		Number shares in Top Frontier Investment Holdings, Inc. Top Frontier Investment Holdings, Inc. 之股份數目 Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	1.00	75,887	86,658,351	86,734,238	25.907003%
Carlos Antonio M. Berba	凱顧思	Common 普通	1.00	364	—	364	0.000109%
Roberto N. Huang	黃思民	Common 普通	1.00	3,039	—	3,039	0.000908%
Reynato S. Puno	Reynato S. Puno	Common 普通	1.00	500	—	500	0.000149%
Carmelo L. Santiago	施雅高	Common 普通	1.00	500	—	500	0.000149%

DIRECTORS' REPORT 董事會報告

DIRECTORS' INTERESTS (Continued)

(1) INTERESTS IN ISSUED SHARES (Continued)

董事之權益（續）

(1) 已發行股本之權益（續）

Number of shares in San Miguel Corporation
生力總公司之股份數目

Name 姓名		Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	5.00	1,345,249	373,623,796	374,969,045	9.746136%
Carlos Antonio M. Berba	凱顧思	Common 普通	5.00	2,600	—	2,600	0.000068%
Roberto N. Huang	黃思民	Common 普通	5.00	42,397	—	42,397	0.001102%
Reynato S. Puno	Reynato S. Puno	Common 普通	5.00	5,000	—	5,000	0.000130%
Carmelo L. Santiago	施雅高	Common 普通	5.00	5,000	—	5,000	0.000130%

Number of shares In San Miguel Food and Beverage, Inc. San Miguel Food and Beverage, Inc. 之股份數目

Name 姓名		Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	1.00	10	—	10	0.000000%
Roberto N. Huang	黃思民	Common 普通	1.00	10	—	10	0.000000%
Carmelo L. Santiago	施雅高	Common 普通	1.00	10	—	10	0.000000%

Note:

Other than the common shares in San Miguel Food and Beverage, Inc. ("SMFB") which were held by Mr. Carmelo L. Santiago as personal interest, all shares in SMFB were held by the directors as corporate interests.

附註：

除施雅高先生於San Miguel Food and Beverage, Inc.（「SMFB」）所持有之普通股為個人權益外，由董事持有之所有SMFB之股份均為公司權益。

DIRECTORS' INTERESTS (Continued)

(1) INTERESTS IN ISSUED SHARES (Continued)

董事之權益（續）

(1) 已發行股本之權益（續）

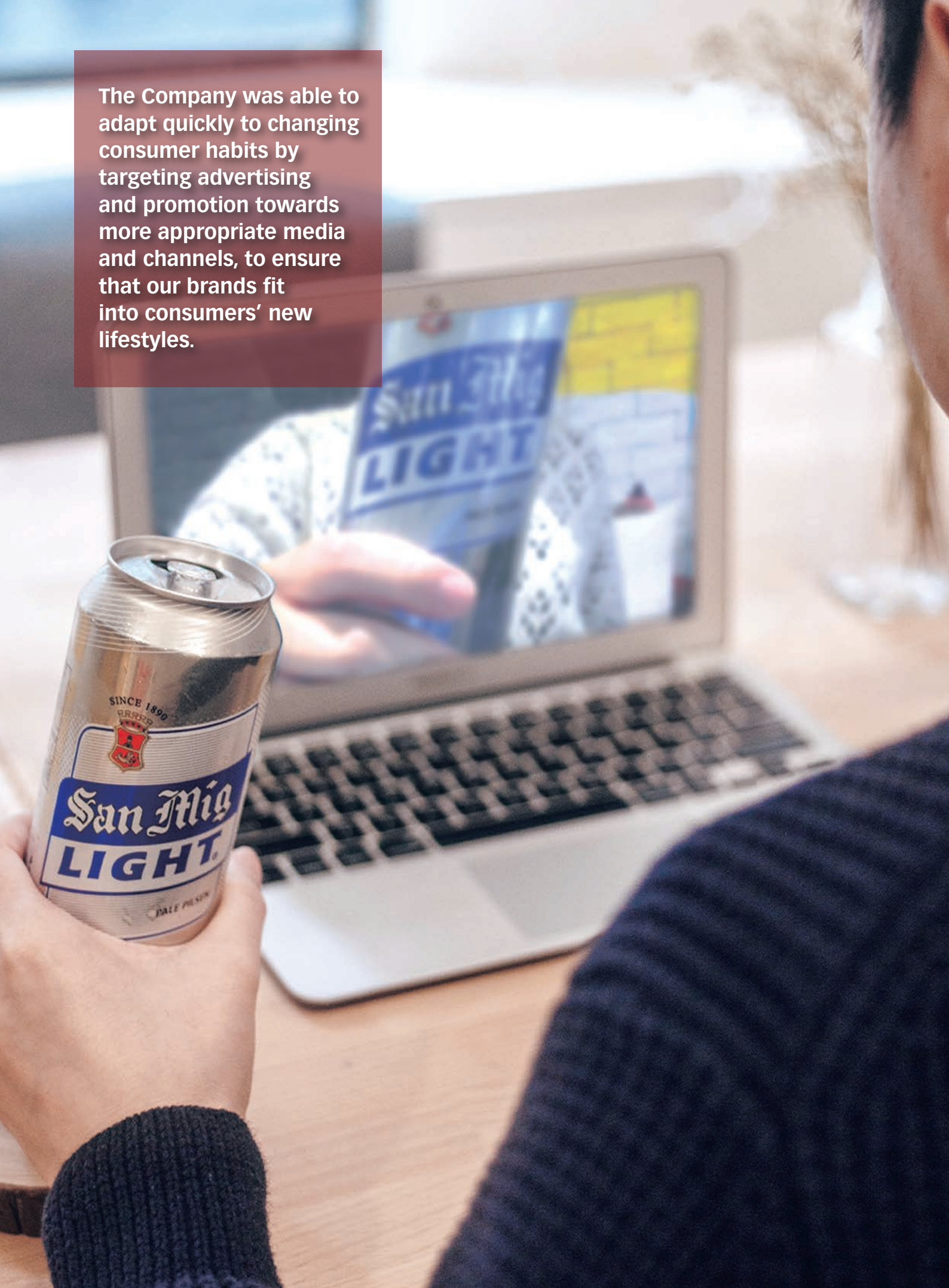
Name 姓名		Types of Shares 股份類別	Par Value (Philippine pesos) 面值（菲律賓披索）	Number of shares in San Miguel Brewery Inc. 生力啤酒廠公司之股份數目 Direct ownership 直接持有	Indirect ownership 間接持有	Total number of shares held 持股數目總數	% of total issued shares 佔已發行股份總數之百分比
Ramon S. Ang	蔡啓文	Common 普通	1.00	5,000	—	5,000	0.000033%
Carlos Antonio M. Berba	凱顧思	Common 普通	1.00	5,000	—	5,000	0.000033%
Alonzo Q. Ancheta	Alonzo Q. Ancheta	Common 普通	1.00	10,000	—	10,000	0.000065%
Roberto N. Huang	黃思民	Common 普通	1.00	5,000	—	5,000	0.000033%
Carmelo L. Santiago	施雅高	Common 普通	1.00	5,000	—	5,000	0.000033%
Kenji Uchiyama	內山建二	Common 普通	1.00	5,000	—	5,000	0.000033%
Tomoki Yamauchi	山內智樹	Common 普通	1.00	5,000	—	5,000	0.000033%

Note:

Other than the common shares in San Miguel Brewery Inc. ("SMB") which were held by Mr. Alonzo Q. Ancheta and Mr. Carmelo L. Santiago as personal interest, all common shares in SMB were held by directors as corporate interests.

附註：

除Alonzo Q. Ancheta先生及施雅高先生於生力啤酒廠公司（「生力啤酒廠」）所持有之普通股為個人權益外，由董事持有之所有生力啤酒廠之普通股均為公司權益。



The Company was able to adapt quickly to changing consumer habits by targeting advertising and promotion towards more appropriate media and channels, to ensure that our brands fit into consumers' new lifestyles.

DIRECTORS' INTERESTS (Continued)

(2) INTERESTS IN UNDERLYING SHARES

As of 31 December 2020, the directors do not have interests in any underlying shares of the Company, its holding companies, subsidiaries and other associated corporations within the meaning of Part XV of the SFO.

All interests in the shares and underlying shares of the Company, its holding companies, subsidiaries and other associated corporations are long positions.

Apart from the foregoing, at no time during the year was the Company or any of its holding companies, subsidiaries or associated corporations a party to any arrangement to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Apart from the foregoing, none of the directors of the Company or any of their spouses or children under eighteen years of age has interests or short positions in the shares, underlying shares or debentures of the Company or any of its holding companies, subsidiaries or other associated corporations, as recorded in the register required to be kept under section 352 of the SFO or as otherwise notified to the Company pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers as adopted by the Company.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Company's Articles of Association, directors shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or elsewhere in relation thereto, provided that its provisions are not avoided by the Hong Kong Companies Ordinance. Such provisions were in force during the year ended 31 December 2020 and remained in force as of the date of this Annual Report.

董事之權益（續）

(2) 於相關股份之權益

於二零二零年十二月三十一日，董事並無擁有按《證券及期貨條例》第XV部所指的本公司、其控股公司、附屬公司及其他聯繫公司任何相關股份之權益。

本公司、其控股公司、附屬公司及其他聯繫公司之所有股份及相關股份權益均屬好倉。

除上文所述外，本公司、其控股公司、附屬公司或其他聯繫公司在本年度任何時間內並無安排本公司董事購買本公司或其他公司之股份權益或債權證。

根據本公司按《證券及期貨條例》第352條而保存之登記冊，或根據上市公司董事進行證券交易的標準守則所知會本公司之記錄，除上文所提及外，各董事，其配偶或其18歲以下之子女均無擁有本公司或其任何控股公司、附屬公司或其他聯繫公司之股份、相關股份及債權證之權益或淡倉。

獲准許的彌償條文

根據本公司的組織章程，董事因執行職務或相關職責而可能承擔或蒙受之虧損及責任應獲得以本公司之資產作出之彌償保證，惟本彌償保證不違反香港《公司條例》之規定。該等條文於截至二零二零年十二月三十一日止年度期間生效，並於本年報日期繼續生效。

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN SHARES AND UNDERLYING SHARES

The Company has been notified of the following interests in the Company's issued shares at 31 December 2020 amounting to 5% or more of the ordinary shares in issue:

主要股東於股份及相關股份之權益

於二零二零年十二月三十一日，本公司獲悉下列佔本公司已發行普通股之5%或以上的本公司已發行股份權益：

		Ordinary shares 普通股股份	
Substantial shareholders 主要股東		Number of ordinary shares held 所持普通股數目	% of total issued shares 佔已發行股份總數之百分比
Iñigo Zobel (note 1)	Iñigo Zobel（附註1）	245,720,800	65.78%
Top Frontier Investment Holdings, Inc. (note 1)	Top Frontier Investment Holdings, Inc.（附註1）	245,720,800	65.78%
San Miguel Corporation (note 1)	生力總公司（附註1）	245,720,800	65.78%
Kirin Holdings Company, Limited (note 1)	麒麟控股株式會社（附註1）	245,720,800	65.78%
San Miguel Food and Beverage, Inc. (note 1)	San Miguel Food and Beverage, Inc.（附註1）	245,720,800	65.78%
San Miguel Brewery Inc. (note 1)	生力啤酒廠公司（附註1）	245,720,800	65.78%
San Miguel Brewing International Limited (note 1)	生力啤酒國際有限公司（附註1）	245,720,800	65.78%
Neptunia Corporation Limited (note 1)	立端利有限公司（附註1）	245,720,800	65.78%
Cheung Kong (Holdings) Limited (note 2)	長江企業控股有限公司（附註2）	23,703,000	6.34%
CK Hutchison Holdings Limited (note 2)	長江和記實業有限公司（附註2）	23,703,000	6.34%

Notes:

(1) Iñigo Zobel, Top Frontier Investment Holdings, Inc. ("Top Frontier"), the ultimate holding company, San Miguel Corporation ("SMC"), SMFB, Kirin Holdings Company, Limited ("Kirin") (a principal shareholder of SMB), SMB, and San Miguel Brewing International Limited ("SMBIL") are all deemed to hold the above disclosed interest indirectly through Neptunia Corporation Limited ("Neptunia") in the Company because each of Iñigo Zobel, Top Frontier, SMC, SMFB and Kirin holds more than one third of the voting power of SMB. SMB has a controlling interest in SMBIL and SMBIL has a controlling interest in Neptunia.

(2) Conroy Assets Limited, which holds 13,624,600 shares of the Company, and Hamstar Profits Limited, which holds 10,078,400 shares of the Company, are indirect wholly owned subsidiaries of Cheung Kong (Holdings) Limited ("CKH") and CK Hutchison Holdings Limited ("CK Hutchison").

By virtue of the SFO, CKH and CK Hutchison are deemed to be interested in the shares of the Company held by Conroy Assets Limited and Hamstar Profits Limited.

附註：

(1) 由於Iñigo Zobel、Top Frontier Investment Holdings, Inc.（「Top Frontier」），為最終控股公司，生力總公司、SMFB及麒麟控股株式會社（「麒麟」）（為生力啤酒廠之主要股東）各自持有生力啤酒廠三分之一以上之投票權，生力啤酒廠持有生力啤酒國際有限公司（「生力啤酒國際」）之控股權益及生力啤酒國際持有立端利有限公司（「立端利」）之控股權益，故此Iñigo Zobel、Top Frontier、生力總公司、SMFB、麒麟、生力啤酒廠及生力啤酒國際均被視為間接透過立端利持有上述所披露於本公司之權益。

(2) Conroy Assets Limited持有本公司13,624,600股股份及Hamstar Profits Limited持有本公司10,078,400股股份，彼等為長江企業控股有限公司（「長江企業控股」）及長江和記實業有限公司（「長和」）之間接全權擁有附屬公司。

根據《證券及期貨條例》，長江企業控股及長和均被視為擁有由Conroy Assets Limited及Hamstar Profits Limited持有之本公司股份之權益。

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN SHARES AND UNDERLYING SHARES (Continued)

All the above interests in the shares and underlying shares of the Company are long positions.

Apart from the foregoing, no other interests required to be recorded in the register kept under Section 336 of the SFO have been notified to the Company

主要股東於股份及相關股份之權益(續)

上述所有本公司之股份及相關股份之權益均為好倉。

除上述外，並無其他權益須按《證券及期貨條例》第336條規定備存之登記冊通知本公司。

SUFFICIENCY OF PUBLIC FLOAT

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

公眾持股量

本公司所掌握之公開資料以及就本公司董事所知，於本年報日期，本公司一直保持上市規則指定之公眾持股量。

DIRECTORS' INTERESTS IN CONTRACTS

Pursuant to an agreement dated 12 June 1963, Neptunia provides technical and advisory services to the Company and may be paid a General Managers' commission. General Managers' commission has not been paid by the Company or charged by Neptunia since the 1995 financial year.

Mr. Ramon S. Ang, Mr. Carlos Antonio M. Berba, Mr. Ramon G. Torralba, Mr. Alonzo Q. Ancheta, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Reynato S. Puno, Mr. Carmelo L. Santiago, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi are interested parties to the above contract and to the connected transactions and continuing connected transactions below to the extent that they have/had equity interests in and/or are/were directors and/or officers of SMBIL, SMB, SMFB, SMC and/or Top Frontier, the ultimate holding company of Neptunia.

No contract of significance to which the Company or any of its holding companies, subsidiaries or associated corporations was a party, and in which a director of the Company had a material interest (other than Mr. Ramon S. Ang who has a substantial interest in the shares of Top Frontier and SMC as disclosed in the section "Directors Interests" in this report, and who accordingly abstained from the voting on the Company's entering into of these transactions), subsisted at the end of the year or at any time during the year.

董事於合約之權益

根據一九六三年六月十二日訂立之協議，立端利向本公司提供技術及顧問服務，並可收取總經理酬金。自一九九五年財政年度起，本公司並無支付總經理酬金，而立端利亦無向本公司收取總經理酬金。

蔡啓文先生、凱顧思先生、杜華博先生、Alonzo Q. Ancheta先生、黃思民先生、小澤史晃先生、Reynato S. Puno先生、施雅高先生、內山建二先生及山內智樹先生因擁有／或曾擁有生力啤酒國際、生力啤酒廠、SMFB、生力總公司及／或立端利之最終控股公司Top Frontier 之股權及／或為／曾任該等公司之董事及／或高級人員，均可從此合約及以下關連交易及持續關連交易中獲取利益。

本公司、或其任何控股公司、附屬公司或關連公司概無於本年度終結時或年內任何時間訂立與本公司董事擁有重大權益之重要合約（除蔡啓文先生因其於Top Frontier及生力總公司持有重大股份權益（如本年報「董事之權益」中所披露）就本公司進行該等交易之決議案放棄投票外）。



有見於在家消費日增，生力啤酒品牌包括生力啤酒、生力清啤和生力黑啤，於五月至六月在連鎖超市及便利店推出名為「大放送」的全品牌推廣活動。

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS

(1) TRADE-RELATED CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

Purchases from/sales to the San Miguel Group

In order to comply with the Listing Rules, the Company entered into an agreement with SMC on 5 March 2019 ("Agreement") with a view to renewing the agreement to carry out the trade-related continuing connected transactions from 1 January 2020 to 31 December 2022 under the same terms and conditions as those under the agreements entered into by SMC and the Company dated 11 March 2005, 6 December 2007, 11 May 2009, 15 October 2010, 7 March 2013 and 4 February 2016 in respect of such trade-related continuing connected transactions.

The Agreement, including the trade-related continuing connected transactions and the caps set for such transactions, was approved by independent shareholders at the Extraordinary General Meeting of the Company held on 26 April 2019.

Pursuant to the Agreement, the Group entered into the following trade-related continuing connected transactions during the year.

關連交易及持續關連交易

(1) 與生力集團貿易有關的持續關連交易

採購自／銷售予生力集團

為符合上市規則，本公司與生力總公司於二零一九年三月五日訂立一份協議書（「協議書」）從而更新協議於二零二零年一月一日至二零二二年十二月三十一日進行與貿易有關的持續關連交易，該協議之條款及條件與於二零零五年三月十一日、二零零七年十二月六日、二零零九年五月十一日、二零一零年十月十五日、二零一三年三月七日及二零一六年二月四日由本公司與生力總公司訂立之與貿易有關的持續關連交易的協議相同。

協議書（包括與貿易有關的持續關連交易及此等交易上限）已於二零一九年四月二十六日於本公司的股東特別大會內經獨立股東批准。

於本年度內，本集團根據協議書進行以下與貿易有關的持續關連交易。

Continuing connected transactions	持續關連交易	2020 二零二零年 Actual 實額 HK$'000 港幣千元	2020 二零二零年 Cap 上限 HK$'000 港幣千元
Purchase of packaging materials by the Group from the San Miguel Group	本集團向生力集團購買包裝材料	2,249	39,000
Purchase of packaged beer by the Group from the San Miguel Group	本集團向生力集團購買已包裝啤酒	1,191	3,100
Sales of packaged beer and non-alcoholic beverage products by the Group to the San Miguel Group, provided that such sales or distribution of packaged beer shall not be carried out in the Philippines, unless through SMB	本集團向生力集團銷售已包裝啤酒及非酒精類飲品產品，該產品不能於菲律賓銷售（經生力啤酒廠公司銷售除外）	212,732	285,000

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(1) TRADE-RELATED CONTINUING CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP (Continued)

Purchases from/sales to the San Miguel Group (Continued)

The independent non-executive directors of the Company have reviewed these continuing connected transactions and confirmed that such transactions were:

— entered into in the ordinary and usual course of business of the Group;

— conducted either on normal commercial terms or, if there are not sufficient comparable transactions to judge whether they are on normal commercial terms, on terms no less favourable to the Group than terms available to or from independent third parties; and

— in accordance with the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company and its shareholders as a whole.

The Company's auditor was engaged to report on the Group's continuing connected transactions in accordance with the Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued its unqualified letter containing the auditor's findings and conclusions in respect of the continuing connected transactions disclosed by the Group on pages 26 to 27 of this Annual Report in accordance with the Main Board Listing Rule 14A.56. A copy of the auditor's letter has been provided by the Company to The Stock Exchange of Hong Kong Limited.

關連交易及持續關連交易（續）

(1) 與生力集團貿易有關的持續關連交易（續）

採購自／銷售予生力集團（續）

本公司獨立非執行董事審閱並確認該等持續關連交易乃：

— 於一般日常業務過程中進行；

— 按正常商業條款或，如果沒有足夠的交易比較判斷他們是否按正常商業條款，按不遜於本集團給予獨立第三方或從獨立第三方接受的條款訂立；及

— 按照有關協議的條款規管該等交易是公平和合理，並符合本公司及其股東之整體利益。

本公司核數師已獲委聘按照香港會計師公會頒布的《香港核證工作準則》第3000號「非審核或審閱過往財務資料的核證工作」，並參照實務説明第740號「關於香港《上市規則》所述持續關連交易的核數師函件」，對本集團的持續關連交易作出報告。根據上市規則第14A.56條，核數師已就本集團於本年報第26至27頁所披露的持續關連交易的核證結果及結論，發出無保留意見的函件。本公司已將核數師函件的副本呈交香港聯合交易所有限公司。

在二零二零年，高檔啤酒在香港市場佔有率增加，更推動及擴闊我們在高檔、特色及手工啤酒的產品組合。



CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS

GSMB is an equity joint venture formed between SMG and GB and is held as to 70% by SMG and as to 30% by GB. SMG is a 92.989%-owned subsidiary of the Company and GB is a connected person of the Company by virtue of its substantial shareholding in GSMB. To facilitate the business operations of GSMB, San Miguel International Limited ("SMIL") (a member of the San Miguel Group) and GB have each granted GSMB a licence to use their respective trademarks upon establishment of GSMB (the "SMIL Trademark Licensing Agreement" and the "GB Trademark Licensing Agreement", respectively).

Apart from the SMIL Trademark Licensing Agreement, the Group has also entered into other licence agreements with certain other members of the San Miguel Group: (i) the Neptunia Sub-licence Agreement entered into between the Company and Neptunia (an indirect subsidiary of SMC) and (ii) the SMBIL Sub-licence Agreement entered into between SMGB and SMBIL (an indirect subsidiary of SMC).

The directors (including the non-executive directors) consider that the terms of the SMIL Trademark Licensing Agreement, the Neptunia Sublicense Agreement, the SMBIL Sub-license Agreement (collectively, the "San Miguel Group Licensing Agreements") and the GB Trademark Licensing Agreement, including their respective tenures, some of which are for more than three years, are on normal commercial terms, fair and reasonable, and that the transactions contemplated under such agreements are in the interests of the Company and the shareholders as a whole.

關連交易及持續關連交易(續)

(2) 與廣州啤酒廠及生力集團有關特許協議之持續關連交易

廣州生力為生力啤(廣東)與廣州啤酒廠成立之合資合營公司,並由生力啤廣東及廣州啤酒廠分別持有70%及30%。生力啤廣東為本公司擁有92.989%權益之附屬公司,而廣州啤酒廠則由於其於廣州生力之重大股權而為本公司之關連人士。為方便進行廣州生力之業務,生力國際有限公司(「生力國際」)(生力集團之成員公司)與廣州啤酒廠分別授予廣州生力一項特許權,於廣州生力成立後讓廣州生力使用其各自之商標(「分別為生力國際商標特許協議及廣州啤酒廠商標特許協議」)。

除生力國際商標特許協議外,本集團亦與生力集團之若干其他成員公司訂立其他特許協議:(i)本公司與立端利(生力總公司之間接全資附屬公司)訂立之立端利再特許協議及(ii)生力廣東與生力啤酒國際(生力總公司之間接全資附屬公司)訂立之生力啤酒國際再特許協議。

董事(包括非執行董事)認為生力國際商標特許協議、立端利再特許協議、生力啤酒國際再特許協議(統稱「生力集團特許協議」)及廣州啤酒廠商標特許協議(包括個別多於三年之保用權)之條款屬一般商業條款,屬公平合理,而據此進行之特許交易符合本公司及股東整體利益。

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS (Continued)

The transactions under the San Miguel Group Licensing Agreements (which have been aggregated as a single transaction for purposes of the Listing Rules) and the GB Trademark Licensing Agreement constituted continuing connected transactions under Rule 14A.34(1) of the Listing Rules. The annual royalties payable by the Group under each of (i) the San Miguel Group Licensing Agreements and (ii) the GB Trademark Licensing Agreement shall be less than HK$10 million for the year ended 31 December 2007 and each of the financial years during the remaining term of the relevant licence/sub-licence agreements. Based on this proposed cap, the transactions under each of (i) the San Miguel Group Licensing Agreements and (ii) the GB Trademark Licensing Agreement are only subject to the reporting and announcement requirements and are exempt from the independent shareholders' approval requirement.

An announcement was made by the Company on 19 September 2007 in this respect.

In relation to the SMIL Trademark Licensing Agreement and the Neptunia Sub-licence Agreement, as per the payment instructions of SMC dated 18 December 2000, all royalties receivable from GSMB and the Company have been assigned and transferred to SMBIL effective 1 January 2000 until further notice.

On 1 April 2010, a Deed of Assignment was entered into between SMIL, SMBIL and GSMB pursuant to which SMIL agreed to assign, transfer and convey in favour of SMBIL all of SMIL's rights, title and interest over the SMIL Trademark Licensing Agreement. Both SMBIL and GSMB consented to such assignment pursuant to the Deed of Assignment.

After the assignment, SMBIL became the licensor of the trademarks licensed to GSMB under the SMIL Trademark Licensing Agreement. All other terms of the SMIL Trademark Licensing Agreement as assigned to SMBIL remain unchanged. The transaction contemplated under the SMIL Trademark Licensing Agreement as assigned to SMBIL continues to constitute a continuing connected transaction for the Company under the Listing Rules.

關連交易及持續關連交易（續）

(2) 與廣州啤酒廠及生力集團有關特許協議之持續關連交易（續）

就上市規則第14A.34(1)條而言，生力集團特許協議（累計為一項單一交易）及廣州啤酒廠商標特許協議項下之交易構成本公司之持續關連交易。本集團根據各(i)生力集團特許協議及(ii)廣州啤酒廠商標特許協議，於截至二零零七年十二月三十一日止年度及相關特許／再特許協議餘下年期各財政年度各自應付之全年專利權費將少於10,000,000港元。根據建議上限，各(i)生力集團特許協議以及(ii)廣州啤酒廠商標特許協議與生力集團進行之交易將僅須申報及公佈規定，並獲豁免有關獨立股東批准之規定。

於二零零七年九月十九日，本公司已就此作出披露。

根據於二零零零年十二月十八日生力總公司之付款指示，就有關生力國際商標特許協議及立端利再特許協議，由二零零零年一月一日起，所有由廣州生力及本公司之專利權費將授予及轉予生力啤酒國際，直至另行通告為止。

於二零一零年四月一日，生力國際、生力啤酒國際及廣州生力訂立轉讓契據，據此，生力國際同意將生力國際擁有之商標特許協議之所有權利、所有權及權益轉讓、轉移及轉易予生力啤酒國際。生力啤酒國際及廣州生力同意根據轉讓契據進行該項轉讓。

於轉讓後，根據商標特許協議，生力啤酒國際成為授予廣州生力商標特許權之特許持有人。商標特許協議之所有其他條款均維持不變。按照上市規則，根據商標特許協議擬進行之交易繼續構成本公司之持續關連交易。

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS (Continued)

An announcement was made by the Company on 1 April 2010 in this respect.

The amount of royalties paid to GB and the San Miguel Group for the year ended 31 December 2020 were HK$1,647,000 and HK$948,000 respectively (2019: HK$1,823,000 and HK$1,041,000).

In anticipation of the expiration of the Neptunia Sub-licence Agreement on 1 January 2021, an Extension Letter was signed by Neptunia and by the Company on 2 November 2020 to extend the term of the Neptunia Sub-licence Agreement for one year from 1 January 2021 to 31 December 2021 at nil consideration. Save for such extension, all other terms of the Neptunia Sub-license Agreement remain unchanged.

An announcement was made by the Company on 2 November 2020 in this respect.

As mentioned in the Business Review and Performance section on pages 16 to 17 of this Annual Report, the business term of GSMB expired on 29 November 2020. As a result of the expiry of the business term of GSMB, the SMIL Trademark Licensing Agreement and the GB Trademark Licensing Agreement have been terminated as of the end of day on 29 November 2020, and GSMB's business operations ceased on 30 November 2020. Following GSMB's cessation of business operations, SMGB, another PRC subsidiary of the Company that had been serving as the production source of the beer products being sold by GSMB under the "San Miguel" related trademarks, began the selling and distribution of the said beer products in the South China market commencing 30 November 2020. In view thereof, on 30 November 2020, SMBIL and SMGB entered into a new trademark licensing agreement (the "New SMBIL Trademark License Agreement"). The territorial coverage, licensed trademarks, rate and manner of computation of royalties under the New SMBIL Trademark License Agreement, among others, are essentially the same as those under the terminated SMIL Trademark Licensing Agreement. An announcement was made by the Company on 30 November 2020 in this respect.

關連交易及持續關連交易(續)

(2) 與廣州啤酒廠及生力集團有關特許協議之持續關連交易(續)

於二零一零年四月一日，本公司已就此作出披露。

於截至二零二零年十二月三十一日止年度，支付予廣州啤酒廠及生力集團之專利權費分別為1,647,000港元及948,000港元(二零一九年：1,823,000港元及1,041,000港元)。

鑒於立端利再特許協議將於二零二一年一月一日失效，立端利與本公司於二零二零年十一月二日簽署延長函件，以將立端利再特許協議之年期無償進一步延長一年，由二零二一年一月一日起至二零二一年十二月三十一日止。除該延長外，立端利再特許協議之所有其他條款均維持不變。

於二零二零年十一月二日本公司已就此作出披露。

如本年報第16至17頁的業務審視及業績所述，因廣州生力的營業期限已於二零二零年十一月二十九日屆滿，生力國際商標特許協議及廣州啤酒廠商標特許協議已於二零二零年十一月二十九日結束，廣州生力亦已於二零二零年十一月三十日起結束業務。本公司於中國的另一間附屬公司生力(廣東)(以往為廣州生力以「生力」相關商標銷售的啤酒產品的生產來源)已於二零二零年十一月三十日起於華南市場銷售和分銷上述啤酒產品。鑑於此，於二零二零年十一月三十日，生力啤酒國際及生力(廣東)訂立新生力啤酒國際商標特許協議(「新生力啤酒國際商標特許協議」)。新生力啤酒國際商標特許協議中的地域範圍、許可商標、專利權費的費率和計算方式等與已終止的生力國際商標特許協議中的內容基本相同。本公司已就此於二零二零年十一月三十日作出披露。

CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(2) CONTINUING CONNECTED TRANSACTIONS MADE WITH GUANGZHOU BREWERY AND THE SAN MIGUEL GROUP RELATING TO LICENSING AGREEMENTS (Continued)

The independent non-executive directors of the Company have reviewed these continuing connected transactions and confirmed that such transactions were:

— entered into in the ordinary and usual course of business of the Group;

— conducted either on normal commercial terms or, if there are not sufficient comparable transactions to judge whether they are on normal commercial terms, on terms no less favourable to the Group than terms available to or from independent third parties; and

— in accordance with the relevant agreement governing them on terms that are fair and reasonable and in the interests of the Company and its shareholders as a whole.

The Company's auditor was engaged to report on the Group's continuing connected transactions in accordance with the Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued their unqualified letter containing the auditor's findings and conclusions in respect of the continuing connected transactions disclosed by the Group on pages 29 to 32 of this Annual Report in accordance with Main Board Listing Rule 14A.56. A copy of the auditor's letter has been provided by the Company to The Stock Exchange of Hong Kong Limited.

關連交易及持續關連交易（續）

(2) 與廣州啤酒廠及生力集團有關特許協議之持續關連交易（續）

本公司獨立非執行董事審閱並確認該等持續關連交易乃：

— 於一般日常業務過程中進行；

— 按正常商業條款或，如果沒有足夠的交易比較判斷他們是否按正常商業條款，按不遜於本集團給予獨立第三方或從獨立第三方接受的條款訂立；及

— 按照有關協議的條款規管該等交易是公平和合理，並符合本公司及其股東之整體利益。

本公司核數師已獲委聘按照香港會計師公會頒布的《香港核證工作準則》第3000號「非審核或審閱過往財務資料的核證工作」，並參照實務説明第740號「關於香港《上市規則》所述持續關連交易的核數師函件」，對本集團的持續關連交易作出報告。根據上市規則第14A.56條，核數師已就本集團於年報第29至32頁所披露的持續關連交易的核證結果及結論，發出無保留意見的函件。本公司已將核數師函件的副本呈交香港聯合交易所有限公司。

Riding on the uptrend of the premium segment, the Company launched San Miguel Cerveza Blanca, our new wheat beer offering, in December 2020.



CONNECTED TRANSACTIONS AND CONTINUING CONNECTED TRANSACTIONS (Continued)

(3) OTHER CONNECTED TRANSACTIONS MADE WITH THE SAN MIGUEL GROUP

The Group purchased brewing materials and other materials from the San Miguel Group during the year, which amounted to HK$793,000 (2019: HK$38,000). The Group also sold raw materials and packaging materials to subsidiaries of SMC during the year, which amounted to HK$16,000 (2019: HK$12,000). These transactions are exempt from all the reporting, announcement and independent shareholders' approval requirements according to Chapter 14A.76(1) of the Listing Rules (De minimis transactions). Also, as set out in note 26(a) to the financial statements, interest expense of HK$2,238,000 (2019: HK$4,303,000) was paid for the loan from an intermediate holding company. These transactions are also exempt from the reporting, announcement and independent shareholders' approval requirement according to the Chapter 14A.90 of the Listing Rules.

The Group has complied with the requirements set out in Chapter 14A of the Listing Rules in respect of the continuing connected transactions and connected transactions stated above.

關連交易及持續關連交易（續）

(3) 與生力集團之其他關連交易

於本年度內，本集團向生力集團採購釀製材料及其他材料793,000港元（二零一九年：38,000港元）。於本年度內，本集團亦向生力總公司之附屬公司出售原料及包裝材料16,000港元（二零一九年：12,000港元）。根據上市規則第14A.76(1)章「最低豁免水平交易」，該等交易獲豁免遵守有關申報、公告及獨立股東批准的規定。並如財務報表附註26(a)中披露，利息支出2,238,000港元（二零一九年：4,303,000港元）乃自中介控股公司的貸款。彼等交易根據上市規則第14A.90章獲豁免遵守有關申報、公告及獨立股東批准的規定。

就有關上述的持續關連交易及關連交易，本集團已遵守上市規則第14A章的規定。

DIRECTORS' REPORT 董事會報告

EMPLOYEE RETIREMENT PLANS

The Company and its subsidiaries in Hong Kong have sponsored a noncontributory defined benefit scheme, The San Miguel Brewery Hong Kong Limited Retirement Fund ("Fund"), which covers local permanent employees, and was registered in September 1995 under the Occupational Retirement Schemes Ordinance. The Fund's assets are held in trust and administered by a trustee. The members' benefits are determined based on the employees' final remuneration and length of service. Contributions to the Fund are made in accordance with the recommendations of independent actuaries who value the retirement scheme at regular intervals, usually triennially.

The Fund was granted exemption from the Mandatory Provident Fund ("MPF") regulations by the MPF Scheme Authority on 24 July 2000, following modifications to the Fund benefits which comply with MPF regulations.

The latest actuarial assessment of the Fund was carried out as at 1 January 2021 and the results were as follows:

(1) the latest actuarial assessment of the Fund was prepared by independent qualified staff of Mercer (Hong Kong) Limited. In the actuarial valuation, the attained age method was used. Other major assumptions used in the valuation were: investment return of 3% per annum; long-term salary escalation of 4% per annum; mortality rates under the 2019 Hong Kong Life Tables; normal retirement age of 60 years; and early retirement rates allowed between the ages 55 to 60 years;

(2) the unaudited market value of the Fund assets was HK$111,077,000 as at 1 January 2021;

(3) the minimum level of funding as recommended by the actuary of the Fund was 4.6% of salaries for 2021, 2022 and 2023; and

(4) the solvency surplus was HK$15,042,000, i.e., the obligation under the Fund was 116 % covered by the Fund's assets, as at 1 January 2021.

Particulars of the employee retirement plans of the Company and the Group are set out in note 20 to the financial statements.

僱員退休金計劃

本公司及其香港附屬公司均為僱員提供非供款的界定福利退休金計劃，名為香港生力啤酒廠有限公司退休基金（「基金」）。本基金包含本地全職僱員，並於一九九五年九月根據職業退休計劃條例註冊。基金資產被託管及由信託人管理。基金的福利乃根據僱員之最後薪金及其服務年期計算。基金之供款乃根據獨立精算師之建議而釐定。精算師定期為此計劃作出評估，一般為每三年評估一次。

基金福利經修訂後已符合強積金條例，並已於二零零零年七月二十四日獲得強制公積金計劃管理局的豁免。

最近一次基金精算評估於二零二一年一月一日進行，結果如下：

(1) 最近一次基金精算評估由美世（香港）有限公司之獨立專業合資格人員進行。精算評估採用到達年齡正常成本法。估值時所採用之其他主要假設為：投資回報每年3%；長期薪金每年增長4%；二零一九年香港人之死亡率；正常退休年齡為60歲；以及由55至60歲的提前退休比率；

(2) 基金之資產於二零二一年一月一日之未審核市值為111,077,000港元；

(3) 基金的精算師建議在二零二一年、二零二二年和二零二三年之最低供款比率為薪金之4.6%；及

(4) 基金的償債結餘為15,042,000港元。即此基金於二零二一年一月一日之償債責任的116%獲其資產保障。

本公司及本集團之僱員退休金計劃詳情載於財務報表附註20。

LIQUIDITY AND FINANCIAL RESOURCES

The Group's working capital at 31 December 2020 was net current assets of HK$113,520,000 compared with HK$98,622,000 as at 31 December 2019.

The Group's cash and bank deposits (excluding pledged deposits) as at 31 December 2020 were HK$156,109,000 (2019: HK$129,393,000) and are sufficient to fund working capital requirements and capital expenditure in 2020.

LOANS

The Group has a loan from an intermediate holding company of HK$89,035,000 (2019: HK$102,230,000) and a loan from a related company of HK$3,854,000 (2019: Nil). Total borrowings at 31 December 2020 for the Group were HK$92,889,000 (2019: HK$102,230,000).

Particulars of the loan from an intermediate holding company and the loan from a related company of the Company and the Group as at 31 December 2020 are set out in note 19 to the financial statements.

FIVE YEAR SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out on page 144 of this Annual Report.

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

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities during the year.

CODE OF BEST PRACTICE

Principal corporate governance practices adopted by the Company are set out in the Corporate Governance section on pages 39 to 54 of this Annual Report.

CONFIRMATION OF INDEPENDENCE

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

流動資金及財務資源

於二零二零年十二月三十一日本集團之營運資金為流動資產淨值113,520,000港元，而於二零一九年十二月三十一日則為流動資產淨值98,622,000港元。

於二零二零年十二月三十一日本集團之現金及銀行存款（不包括抵押存款）為156,109,000港元（二零一九年：129,393,000港元），足以為二零二零年提供營運資金及資本開支。

貸款

本集團與一間中介控股公司有貸款89,035,000港元（二零一九年：102,230,000港元）及與一間關連公司有貸款3,854,000港元（二零一九年：無）。於二零二零年十二月三十一日本集團之借款總額為92,889,000港元（二零一九年：102,230,000港元）。

有關本公司及本集團於二零二零年十二月三十一日之中介控股公司之貸款及關連公司之貸款詳情載於財務報表附註19。

五年賬目摘要

本集團過去五年之業績、資產及負債摘要，載於本年報第144頁。

買賣或贖回本公司之上市證券

年內本公司或其任何附屬公司概無購回、出售或贖回任何上市證券。

最佳應用守則

有關本公司遵守公司管治常規的重點載於本年報第39至54頁中之企業管治部分。

確認獨立性

根據上市規則第3.13條所載的指引，每名獨立非執行董事已向本公司確認於本年度之獨立性，本公司認為所有獨立非執行董事確屬獨立人士。

DIRECTORS' REPORT 董事會報告

AUDITORS

KPMG retire and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of KPMG as auditors of the Company is to be proposed at the forthcoming Annual General Meeting.

By order of the board



Ramon S. Ang
Chairman

Hong Kong, 1 March 2021

核數師

畢馬威會計師事務所任滿告退並願受聘連任。有關續聘畢馬威會計師事務所擔任本公司核數師之決議案將於應屆股東周年大會上提呈。

承董事會命



主席
蔡啓文

香港，二零二一年三月一日



更集中推廣生力啤酒品牌，以進一步改善盈利和增加市場佔有率。

CORPORATE GOVERNANCE REPORT 企業管治報告

COMMITMENT TO CORPORATE GOVERNANCE

The Company is committed to maintaining compliance with statutory and regulatory standards and adherence to the principles of corporate governance emphasizing transparency, independence, accountability, responsibility and fairness. The board and the senior management of the Company ensure that effective self-regulatory practices exist to protect the interests of the shareholders of the Company. These include a board comprised of high calibre members, board committees and effective internal systems and controls.

The Company has applied the principles set out in the CG Code throughout year under review as contained in Appendix 14 of the Listing Rules, save for the deviation discussed below:

- All of the non-executive directors are not appointed for a specific term (Code Provision A.4.1 of the CG Code) but are subject to retirement by rotation at least once every three years and re-election at the annual general meeting in accordance with the Company's Articles of Association.

- The board only met three times during the year under review (Code Provision A.1.1 of the CG Code), and the chairman of the board and chairmen of the board committees, who are based in Manila (Code Provision E.1.2) were not able to attend the Annual General Meeting in 2020, due to the COVID-19 pandemic and regulations introduced by the HKSAR government and the Philippine government to prevent the spread of the COVID-19 pandemic. Matters for board action were circulated to the directors by written resolutions instead and the chairman of the board was immediately apprised or updated of the events which transpired during the Annual General Meeting.

The following sections set out the principles in the CG Code as they have been applied by the Company, including any deviation therefrom, for the year under review.

THE BOARD

As at 31 December 2020, the board is comprised of twelve directors (one executive director, who is the managing director, seven non-executive directors and four independent non-executive directors) who possess the skills, experience and expertise either in the same industry or relevant to the management of the business of the Group. The biographies of the directors are set out from pages 56 to 63 of this Annual Report under the "Directors and Management Executives" section. There is no financial, business, family or other material or relevant relationship among the members of the board.

致力維持企業管治水平

本公司致力維持有關法定及監管標準，並緊守企業管治之原則，強調透明度、獨立、問責、責任及公平。本公司的董事會及高級管理人員確保訂有有效的自我監管常規，以保障本公司股東的利益，當中包括由極出色之成員組成的董事會、董事委員會及有效的內部制度及監控。

於回顧年度，本公司一直採用載於上市規則附錄十四的企業管治守則所載的原則，惟下文所述的偏離行為除外：

- 根據本公司的組織章程，所有非執行董事每三年最少一次須在股東周年大會輪值退任及接受重新選舉，故並無特定任期（企業管治守則條文A.4.1項）

- 由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府為防止傳播2019冠狀病毒推行的限制措施，董事會在本年度僅召開了三次會議（企業管治守則條文A.1.1項），而駐於馬尼拉的主席和董事會委員會的主席亦未能出席二零二零年年度股東周年大會（企業管治守則條文E.1.2項）。董事會事項以書面決議案的形式分發給董事，而股東周年大會期間發生的事件亦已立即向董事會主席告知或報告。

以下各節載述本公司於回顧年度內應用該企業管治守則的標準，包括任何偏離行為。

董事會

於二零二零年十二月三十一日，董事會包括十二位董事（一位執行董事兼董事總經理，七位非執行董事及四位獨立非執行董事），彼等具有在相同行業或與本集團之業務管理有關之技能、經驗及專長。董事之履歷載於本年報第56頁至第63頁之「董事及行政管理人員」一節內。董事與董事會成員概無任何財務、業務、親屬或其他重大或相關之關係。

THE BOARD (Continued)

The management and control of the business of the Company is vested in its board. It is the duty of the board to create value for the shareholders of the Company, establish the Company's strategic direction, set the Company's objectives and plan in accordance therewith, and provide leadership and ensure availability of resources in the attainment of such objectives. The board is bound to manage the Company in a responsible and effective manner, and therefore every director ensures that he carries out his duty in good faith and in compliance with the standards of applicable laws and regulations, and acts in the best interests of the Company and its shareholders at all times.

The board and the executive management have clearly defined responsibilities under various internal control and checks-and-balance mechanisms. The board has delegated a schedule of responsibilities to the executive management of the Company. These responsibilities include: implementation of the decisions of the board and organisation and direction of the day-to-day operation and management of the Company in accordance with the management strategies and plans approved by the board; preparation and monitoring of annual production plans and operating budget; and control, supervision and monitoring of capital, technical and human resources.

The board held three meetings during the year under review. The chief finance officer and company secretary attended all the scheduled board meetings to report matters arising from corporate governance, risk management, statutory compliance, accounting and finance, and kept detailed minutes of each meeting which are available for all directors. At the meetings, the directors discussed and formulated overall strategies for the Company, monitored financial performance and discussed the annual and interim results, as well as other significant matters. Daily operational matters are delegated to management.

At least fourteen days of notice of all board meetings was given to all directors, and all directors were given the opportunity to include matters for discussion in the agenda. An agenda and accompanying board papers are sent in full to all directors at least three days before every board meeting.

董事會（續）

本公司業務的管理及監控歸屬於董事會。董事會的職責在於為本公司股東創造價值，訂下本公司的策略方向，以此設定本公司的目標及計劃，領導員工並確保本公司具備所需資源以達成該等目標。董事會須盡責兼有效地管理本公司，因此，每位董事均須確保其本著真誠履行職責，符合適用法律及規例的標準，並時刻為本公司及其股東的最佳利益行事。

在各項內部監控及權力制衡機制下，董事會與執行管理層的職責均有清晰的界定。董事會已將一部分責任轉授予本公司執行管理層。該等責任包括：執行董事會的決定，根據董事會所批准的管理策略及計劃，組織及指示本公司的日常運作和管理；編撰及監察每年生產計劃及營運預算；以及控制、督導及監察資本、技術及人力資源。

於回顧年度內，董事會曾舉行三次會議。財務總裁兼公司秘書出席了所有預定董事會會議，以報告有關企業管治、風險管理、法例遵守、會計及財務方面的事宜，並保存每個會議的詳細記錄以供所有董事參閱。會議中，董事為本公司研究及制定一切策略，監督財政表現，討論中期及年度業績，以至其他重要事項。日常營運業務則委託管理層。

所有董事會會議通告皆不少於14天前送達全體董事，而董事們均可提出商討事項並列入會議議程。每個董事會會議前，全部議程及相關文件不少於三天前送交全體董事。

CORPORATE GOVERNANCE REPORT 企業管治報告

THE BOARD (Continued)

The number of board meetings and committee meetings attended by each director during the year under review is set out in the following table. Figure in brackets indicates the maximum number of meetings in the period in which the individual was a board member or board committee member (as the case may be).

董事會（續）

於回顧年度內，各董事出席董事會會議及委員會會議的次數載於下表。括號內的數字指有關人士為董事會成員或董事委員會成員（視屬何情況而定）期間內的最多會議次數。

		Note 附註	Scheduled board meetings 預定董事會會議	Audit committee meetings 審核委員會會議	Remuneration committee meetings 薪酬委員會會議	Nomination committee meetings 提名委員會會議	Annual General Meeting 股東周年大會
Independent non-executive directors	**獨立非執行董事**						
Alonzo Q. Ancheta	Alonzo Q. Ancheta		3/(3)	2/(2)	N/A	0/(0)*	0/(1)
David K.P. Li	李國寶		3/(3)	2/(2)	2/(2)	0/(0)*	0/(1)
Carmelo L. Santiago	施雅高		2/(3)	1/(2)	1/(2)	0/(0)*	0/(1)
Reynato S. Puno	Reynato S. Puno		3/(3)	N/A	2/(2)	0/(0)*	0/(1)
William C. M. Cheng *(Alternate to David K.P. Li)*	鄭則民 *（李國寶之替任董事）*	(1)	0/(2)	0/(2)	0/(1)	0/(0)*	0/(1)
Sum Li *(Alternate to David K.P. Li)*	李深 *（李國寶之替任董事）*	(2)	0/(1)	N/A	0/(1)	0/(0)*	N/A
Executive director	**執行董事**						
Ramon G. Torralba *(Managing Director)*	杜華博 *（執行董事）*		3/(3)	N/A	N/A	N/A	1/(1)
Non-executive directors	**非執行董事**						
Ramon S. Ang *(Chairman)*	蔡啓文 *（主席）*		3/(3)	N/A	N/A	N/A	0/(1)
Carlos Antonio M. Berba *(Deputy Chairman)*	凱顧思 *（副主席）*		3/(3)	N/A	2/(2)	N/A	0/(1)
May (Michelle) W. M. Chan	陳雲美		2/(3)	N/A	N/A	N/A	0/(1)
Roberto N. Huang	黃思民		3/(3)	N/A	2/(2)	N/A	0/(1)
Fumiaki Ozawa	小澤史晃		3/(3)	N/A	N/A	N/A	0/(1)
Kenji Uchiyama	內山建二		3/(3)	N/A	N/A	0/(0)*	0/(1)
Tomoki Yamauchi	山內智樹		3/(3)	N/A	N/A	N/A	0/(1)

* No nomination committee meeting was held during the year under review.

Notes:

1. Resigned as alternate director to Dr. the Hon. Sir David K.P. Li on 1 September 2020.
2. Appointed as alternate director to Dr. the Hon. Sir David K.P. Li on 1 September 2020.

* 於回顧年度內提名委員會並沒有召開會議。

附註：

1. 於二零二零年九月一日辭任李國寶爵士之替任董事。
2. 於二零二零年九月一日獲委任為李國寶爵士之替任董事。

THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

The chairman of the board is Mr. Ramon S. Ang. The chief executive officer (or managing director, in the case of the Company) is Mr. Ramon G. Torralba. The chairman's and the managing director's roles are clearly defined to ensure their independence, accountability and responsibility.

The chairman takes the lead in formulating overall strategies and policies of the Company; ensures the effective performance by the board of its functions, including compliance with good corporate governance practices; and encourages and facilitates active contribution of directors in board activities and constructive relations between executive and non-executive directors. The chairman also ensures effective communication with shareholders of the Company and receipt by the directors of adequate and complete information. The role of deputy chairman is carried out by Mr. Carlos Antonio M. Berba.

The managing director, supported by other board members and the senior management, is responsible for managing the day-to-day business of the Company. He is also accountable to the board for the implementation of the Company's overall strategies, and coordination of overall business operations.

主席與行政總裁

董事會主席為蔡啓文先生，而行政總裁（在本公司為執行董事）為杜華博先生。主席與執行董事的角色均有清晰界定，以確保其獨立、問責及責任性。

主席帶領制訂本公司的整體策略及政策；確保董事會有效發揮其功能，包括遵守良好企業管治常規；以及鼓勵董事積極參與董事會活動及建立執行董事與非執行董事之間的良好關係。主席亦確保與本公司股東有效溝通，而董事亦收到足夠及齊備的資料。副主席的角色由凱顧思先生擔任。

執行董事在其他董事會成員及高級管理人員的支持下負責管理本公司的日常業務。彼亦須向董事會承擔本公司的整體策略的實行以及在整體業務運作上的協調工作。

DIRECTORS AND DIRECTORS' INDEPENDENCE

As at the date of this Annual Report, the board consists of eleven non-executive directors and one executive director. Four of the non-executive directors are independent. Further details of the composition of the board can be found in the section entitled "The Board" of this Annual Report.

All of the non-executive directors are not appointed for a specific term, but are subject to retirement by rotation and re-election at the annual general meetings in accordance with the Company's Articles of Association.

Under the Company's Articles of Association, one-third of the directors, as well as directors who at an annual general meeting of the Company shall have been a director at each of the preceding two annual general meetings and were not elected or re-elected at either annual general meetings, and who has not ceased to be a director and been re-elected at or since either at such annual general meetings, are subject to retirement, rotation and reelection at each annual general meeting.

董事及董事的獨立性

截至本年報日期，董事會包括十一位非執行董事及一位執行董事。其中四位非執行董事為獨立非執行董事。詳細的董事會組織可以參閱本年報上文「董事會」部份。

所有非執行董事的委任並無指定任期，但根據本公司的組織章程須在股東周年大會上輪值退任及接受重新選舉。

根據本公司的組織章程細則，三分之一的董事及在本公司股東周年大會上已於前兩次股東周年大會為董事，並且未在該等任何一次股東周年大會當選或連任，及未曾於該年度或以前的股東周年大會上不再出任董事及當選連任，均須在每次股東周年大會上須卸任、輪換及接受重新選舉。

NON-EXECUTIVE DIRECTORS

Non-executive directors are expected to participate in the activities of the board, particularly in the establishment of a selection process to ensure a mix of competent directors and officers; adoption of a system of internal checks and balances; scrutiny of the Company's performance in achieving agreed corporate goals and objectives; and ensuring that the exercise of board authority is within the powers conferred to the board under its Articles of Association, by-laws and applicable laws, rules and regulations.

非執行董事

非執行董事須參與董事會活動，尤其是在設立遴選程序以確保董事及高級人員由能幹的人士組成；採納內部權力制衡制度；檢查本公司在達到協定的企業指標及目標方面的表現；以及確保董事會在根據其組織章程細則、附例及適用法律、規及規例賦予董事會的權力範圍內行使其權力。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIRECTORS AND DIRECTORS' INDEPENDENCE (Continued)

INDEPENDENT NON-EXECUTIVE DIRECTORS

The independent non-executive directors of the Company are highly skilled professionals with a broad range of expertise and experience in the fields of accounting, finance and business. Their skills, expertise and number in the board ensure that strong independent views and judgment are brought in the board's deliberations and that such views and judgment carry weight in the board's decision-making process. Their presence and participation also enable the board to maintain high standards of compliance in financial and other mandatory reporting requirements, and provide adequate checks and balances to safeguard the interests of shareholders of the Company and the Company.

Each independent non-executive director gives the Company an annual confirmation of his independence. The Company considers such directors to be independent under the guidelines set out in Rule 3.13 of the Listing Rules.

Each director, upon reasonable request, is given access to independent professional advice in circumstances he may deem appropriate and necessary for the discharge of his duties to the Company, at the expense of the Company.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The directors acknowledge their responsibility for preparing all information and representations contained in the financial statements of the Company for the year under review. The directors consider that the financial statements have been prepared in conformity with the generally accepted accounting standards in Hong Kong, and reflect amounts that are based on the best estimates and reasonable, informed and prudent judgment of the board and management with an appropriate consideration to materiality. As at 31 December 2020, the directors, having made appropriate enquiries, are not aware of any material uncertainties relating to events or conditions which may cast significant doubt upon the Company's ability to continue as a going concern. Accordingly, the directors have prepared the financial statements of the Company on a going concern basis.

The responsibilities of the external auditors with respect to financial reporting are set out in the section of "Independent Auditor's Report" on pages 134 to 140 of this Annual Report.

董事及董事的獨立性（續）

獨立非執行董事

本公司獨立非執行董事均為在會計、財務及商界等廣具專業知識及經驗的高技巧專業人員。彼等的技能、專業知識及在董事會的數目，確保具高獨立性的意見及判斷以供董事會商討，而有關意見及判斷在董事會的決策過程中亦具有影響力。彼等的出席及參與亦使董事會能嚴格遵守財務及其他強制報告規定，並提供足夠權力制衡，保障本公司股東及本公司的利益。

每名獨立非執行董事，每年均向本公司確認其獨立性。根據上市規則第3.13條所載的指引，本公司認為有關董事確屬獨立人士。

每位董事按合理要求，可在其可能認為適當或有需要的情況下尋求獨立專業意見，以履行其對本公司的責任，費用由本公司支付。

董事對財務報表的責任

董事承認彼等有編製本公司回顧年度內的財務報表所載的一切資料及陳述的責任。董事認為，財務報表已遵照香港公認會計守則編製，並反映根據董事會及管理層的最佳估計，合理、知情及審慎地判斷，已適當考慮到重要事項後所得的數額。於二零二零年十二月三十一日，據董事經適當查詢後所知，並無任何重要事件或情況可能質疑本公司持續經營的能力。因此，董事已按持續經營基準編製本公司的財務報表。

外聘核數師就有關財務報告的責任載於本年報第134頁至第140頁的「獨立核數師報告」部份。

INTERNAL CONTROL, RISK MANAGEMENT AND INTERNAL AUDIT FUNCTION

The Company performed the High Level Risk Assessment for the Group and enhanced the Group's framework for its risk management and internal control system. Key business objectives and risk parameters were updated and determined to assess the level of inherent risk.

Based on these business objectives and risk parameters, the key risks of the Group and improvement opportunities to address these risks were identified. The Group's internal controls in place were also tested and evaluated so as to determine its effectiveness and the level of residual risk.

The Group's risk management framework is based on the "Three Lines of Defense" model.

1. The Management team is responsible for the continuous identification, assessment, monitoring and reporting of risks and opportunities in their respective areas; the planning and implementation of actions to manage these risks; and escalation of these risks to the Managing Director and Business Control team that exceed the tolerance limits.

2. The Business Control team conducts periodic review and challenge of top risks impacting the Group's strategic objectives; escalates the top risks to senior management and through them, to the Audit Committee and the board for their review; and facilitates the risk management process.

3. The Group Internal Audit Function provides assurance over the effectiveness of controls in place to manage risk.

For 2020, the board has conducted a review of the Company's internal control systems, including financial, operational and compliance control and risk management functions and assessed the effectiveness of internal control by considering reviews performed by the audit committee, executive management, external advisor and internal auditors. It considered that the Group's risk management and internal control system was effective and adequate.

The board acknowledges that it has the overall responsibility for maintaining sound and effective risk management and internal control systems to safeguard the Group's assets and shareholders' interests, as well as for reviewing their effectiveness. However, 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 only provide reasonable and not absolute assurance against material misstatement or loss.

內部監控、風險管理及內部審核功能

本公司為本集團進行高程度風險評估及加強本集團風險管理及內部監控制度的架構。內在風險程度已透過更新及確定重要的業務目標及風險來源作評估。

根據該等業務目標及風險來源，本集團已識別重要風險及針對該等重要風險的改進空間。為確定本集團的內部監控效能及剩餘風險的程度，已對本集團的內部監控作測試及評估。

本集團風險管理架構採用「三道防線」模式。

1. 管理層負責持續鑒定、評估、監察及呈報在他們所屬範圍的風險；計劃及執行管理風險的行動；及向執行董事及業務監控團隊上報超過可容忍限度的風險。

2. 業務監控進行定期評審及測試對本集團策略目標有影響的主要風險；向高級管理層上報主要風險，並經他們上報至審核委員會及董事會作評審；及促進風險管理流程。

3. 集團內部審核功能為管理風險的監控效能提供保證。

於二零二零年，董事會已經執行對本公司有關財務、營運及合規監控和風險管理的內部監控制度評審，亦已檢討了由審核委員會、管理層、外聘顧問和內部審核執行有關內部監控效能的評審。董事會認為本集團的風險管理及內部監控制度有效及足夠。

董事會承認有責任維持穩健而有效的風險管理及內部監控制度以保障本集團的資產及股東的權益，並檢討有關制度是否有效。不過，本集團風險管理及內部監控系統旨在管理而非消除未能達成業務目標的風險，而且只能就不會有重大的失實陳述或損失作出合理而非絕對的保證。

CORPORATE GOVERNANCE REPORT 企業管治報告

INTERNAL CONTROL, RISK MANAGEMENT AND INTERNAL AUDIT FUNCTION (Continued)

As a member of a group with multiple listed issuers, the Group shares with the San Miguel group's resources in carrying out its internal audit function. Its internal audit is performed by the internal audit function of its parent company, San Miguel Brewery Inc. The internal audit function directly reports to the audit committee.

CORPORATE GOVERNANCE POLICY AND DUTIES

The board is responsible for performing the duties on corporate governance functions set out below:

(1) developing and reviewing the Company's policies and practices on corporate governance and making recommendations to the board;

(2) reviewing and monitoring the training and continuous professional development of directors and senior management;

(3) reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;

(4) developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and directors; and

(5) reviewing the Company's compliance with the CG Code and disclosure in the Corporate Governance Report.

INSIDE INFORMATION

The Company is fully cognizant of its disclosure obligations under the Securities and Futures Ordinance and the Listing Rules. The Company has included in its Code of Conduct for Securities Transactions and Dealings ("Code of Conduct") and staff handbook a strict prohibition on the unauthorised use of confidential or inside information. The Company's Code of Conduct is further discussed in the "Code of Conduct on Directors' Securities Transactions" section of this Annual Report.

An Inside Information Policy has been adopted to ensure Inside Information of the Company is to be disseminated to the public in equal and timely manner in accordance with the applicable laws and regulations. The Inside Information Policy is available on the Company's website, *info.sanmiguel.com.hk*.

內部監控、風險管理及內部審核功能（續）

作為多間上市發行人的集團之其中一員，本公司分享生力集團的資源以進行其內部審核功能。內部審核由母公司生力啤酒廠公司的內部審核功能進行。內部審核功能直接向審核委員會報告。

企業管治職責

董事會負責履行下列企業管治職能責任：

(1) 制定及檢討本公司的企業管治政策及常規，並向董事會提出建議；

(2) 檢討及監察董事及高級管理人員的培訓及持續專業發展；

(3) 檢討及監察本公司在遵守法律及監管規定方面的政策及常規；

(4) 制定、檢討及監察僱員及董事的操守準則及合規手冊（如有）；及

(5) 檢討本公司遵守企業管治守則的情況及在《企業管治報告》內的披露。

內幕資料

本公司充分了解其根據《證券及期貨條例》及上市規則所須履行的披露責任，本公司亦在進行證券交易的守則（「操守守則」）及員工手冊內明確訂明嚴禁未經授權使用機密或內幕資料。本公司之操守守則於本年報「董事進行證券交易的守則」中詳述。

本公司已採納內幕消息政策以確保根據相關通用法例及規則平等及適時地向公眾發佈本公司的內幕消息。內幕消息政策登載於本公司網站上，網址為*info.sanmiguel.com.hk*。

SUPPORT FOR DIRECTORS

To assist the directors in the discharge of their duties, the Company provides every newly appointed director with a comprehensive induction program on the first occasion of his appointment, where such directors are provided with information on the Company's organization and business; the membership, duties and responsibilities of the board, board committees and senior management; corporate governance practices and procedures; and latest financial information on the operations of the Company. Such information shall be supplemented with visits to the Company's key plant sites and meetings with key senior executives.

Throughout their tenure, the directors shall be provided with updates on the business of the Company, latest developments of the Listing Rules and other applicable legal and regulatory requirements, corporate social responsibility matters and other changes affecting the Company.

董事的支援

為協助董事履行其職責，本公司為每位新委任的董事在其首次獲委任時提供全面的公司介紹計劃，有關董事在計劃內獲提供有關本公司組織及業務的資料；董事會、董事委員會及高級管理層的成員、職責及責任；企業管治守則及程序；以及本公司業務的最新財務資料。除有關資料外，彼等亦會參觀本公司的主要廠房，並與主要高級行政人員會面。

在彼等的任期內，董事將獲提供本公司業務資料的更新、上市規則及其他適用法律及監管規定的最新發展、企業社會責任事宜，以及影響本公司的其他變動。

DIRECTORS' TRAINING

According to the CG Code A.6.5, all directors should participate in continuous professional development to develop and refresh their knowledge and skills to ensure that their contribution to the board remains informed and relevant. The Company shall be responsible for arranging and funding suitable training, placing an appropriate emphasis on the roles, functions and duties of the directors.

The directors confirm that they have complied with the CG Code on directors' training. The Company had received from each of the directors their confirmations on taking continuous professional training.

董事培訓

根據企業管治守則條文A.6.5項，所有董事應參與持續專業發展，發展並更新其知識及技能，以確保其繼續在具備全面資訊及切合所需的情況下對董事會作出貢獻。本公司應負責安排合適的培訓並提供有關經費，以及適切着重上市公司董事的角色、職能及責任。

董事確認，彼等已遵守有關董事培訓之企業管治守則條文。本公司已接獲各董事有關參加持續專業培訓之確認書。

THE BOARD COMMITTEES

AUDIT COMMITTEE

For the year under review, the audit committee comprised three independent non-executive directors: Mr. Alonzo Q. Ancheta, Mr. Carmelo L. Santiago and Dr. the Hon. Sir David K. P. Li, who acts as chairman of the committee. The audit committee met two times in 2020 with full minutes kept by the company secretary. Individual attendance of each committee member at these meetings is shown in the table presented above.

Under its terms of reference, the audit committee shall assist the board in fulfilling its corporate governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems and internal and external audit functions. The audit committee is further authorised by the board to investigate any activity within its terms of reference, and is tasked with recommending to the board appropriate actions emanating from such investigations. The audit committee has unrestricted access to personnel, records, internal and external auditors, risk assessment and assurance and senior management, as may be appropriate in the discharge of its functions.

董事委員會

審核委員會

於回顧年度內，審核委員會由三位獨立非執行董事組成；Alonzo Q. Ancheta先生、施雅高先生及審核委員會主席李國寶爵士。於二零二零年，審核委員會曾開會二次，整套會議紀錄由公司秘書保存。個別委員會成員出席該等會議的情況載於上文的列表。

根據其職權範圍，審核委員會協助董事會履行其有關財務匯報、內部監控架構、風險管理制度，以及內部及外聘審核功能的企業管治及監察責任。審核委員會亦獲董事會授權調查其職權範圍內的任何活動，並須根據有關調查向董事會建議合適的行動。審核委員會在履行其職能時可無限制地接觸合適人士、紀錄、內部及外聘核數師、風險評估和承諾及高級管理人員。

THE BOARD COMMITTEES (Continued)

AUDIT COMMITTEE (Continued)

In 2020, the audit committee discharged its responsibilities by:

(1) making recommendations to the board on the reappointment of the external auditor and approval of the remuneration and terms of engagement of the external auditor;

(2) monitoring the external auditor's independence and objectivity and the effectiveness of the audit process in accordance with applicable standards, and discussing with the external auditor the nature and scope of the audit and reporting obligations;

(3) implementing the Company's policy on the engagement of an external auditor to supply non-audit services;

(4) reviewing and monitoring the integrity of the financial statements of the Company and the Company's annual and interim reports and the auditors' report to ensure that the information presents a true and balanced assessment of the Company's financial position;

(5) reviewing the Company's financial controls, risk management and internal control systems to ensure that management has discharged its duty to have effective systems including discussing the risk management and internal control systems with management;

(6) ensuring the coordination between the internal and external auditors and that the internal audit function is adequately resourced and has appropriate standing within the Company, and reviewing and monitoring the effectiveness of the audit function;

(7) reviewing the Company's financial and accounting policies and practices;

(8) reviewing the external auditor's management letter, material queries raised by the external auditor to the management in respect of the accounting records, financial accounts or systems of control and the management's response to such queries; and

(9) reporting to the board on the matters set out in the CG Code on the audit committee.

董事委員會（續）

審核委員會（續）

於二零二零年，審核委員會履行其責任如下：

(1) 就外聘核數師的重新委任向董事會提供建議，以及批准外聘核數師的薪酬及聘用條款；

(2) 按適用的標準監察外聘核數師是否獨立客觀及核數程序是否有效；與外聘核數師討論核數性質、範疇及有關申報責任；

(3) 執行本公司有關外聘核數師提供非核數服務的政策；

(4) 審閱本公司的財務報表、年度及中期報告及獨立核數師報告，並監察其完整性，以確保有關資料真實而平衡地評估本公司的財務狀況；

(5) 檢討本公司的財務監控、風險管理及內部監控制度，以確保管理層已履行職責建立有效的系統；

(6) 確保內部核數師與外聘核數師的協調而讓內部核數功能在本公司內部有足夠資源運作及有適當的地位，並且檢討及監察審核功能的有效性；

(7) 檢討本公司的財務、會計政策及實務；

(8) 檢查外聘核數師給予管理層的函件、外聘核數師就會計紀錄、財務賬目或監控系統向管理層提出的任何重大疑問及管理層作出的回應；及

(9) 就企業管治守則所載有關審核委員會的事宜向董事會滙報。

THE BOARD COMMITTEES (Continued)

AUDIT COMMITTEE (Continued)

The audit committee is authorised by the board to obtain external legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers necessary in the performance of its functions. The audit committee is provided with sufficient resources by the Company to discharge its duties. The audit committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, *info.sanmiguel.com.hk*.

During the year under review, the total fees in respect of audit and non-audit services (mainly tax advisory work and risk management advisory work) provided to the Company and its subsidiaries by external auditors amounted to HK$3,301,000 (2019: HK$3,306,000) and HK$106,000 (2019: HK$94,000), respectively.

REMUNERATION COMMITTEE

For the year under review, the remuneration committee comprised three independent non-executive directors, namely, Dr. the Hon. Sir David K.P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago, and two non-executive directors, namely, Mr. Carlos Antonio M. Berba and Mr. Roberto N. Huang. The remuneration committee was chaired by an independent non-executive director, namely Mr. Reynato S. Puno. The remuneration committee met twice in 2020 with full minutes kept by the company secretary. Individual attendance of each committee member at these meetings is shown in the table presented above.

The primary role of the remuneration committee under its terms of reference is to support and advise the board in fulfilling the board's responsibility to the shareholders of the Company to:

(1) establish coherent remuneration policies and practices that will be observed and enable the Company to attract and retain top caliber executives and directors;

(2) fairly and responsibly reward executives based on their performance and the performance of the Company, and the general pay environment; and

董事委員會（續）

審核委員會（續）

審核委員會獲董事會授權，若其認為在履行其職能時有需要，可徵詢外部法律或其他獨立專業意見，及邀請具有相關經驗及專業知識的外部人士出席。審核委員會獲本公司供給充足資源以履行其職責。本公司任何股東均可要求查閱審核委員會的職權範圍，而職權範圍亦登載於本公司的網站上，網址為*info.sanmiguel.com.hk* 。

於回顧年度內，由外聘核數師對本公司和附屬公司所提供有關核數或非核數（主要稅務諮詢工作和風險管理諮詢工作）的服務費用總計，分別為3,301,000港元（二零一九年：3,306,000港元）及106,000港元（二零一九年：94,000港元）。

薪酬委員會

於回顧年度內，薪酬委員會成員包括三位獨立非執行董事，（即：李國寶爵士、Reynato S. Puno先生及施雅高先生），及兩位非執行董事，（即：凱顧思先生及黃思民先生）。薪酬委員會由一名獨立非執行董事Reynato S. Puno先生擔任主席。於二零二零年，薪酬委員會曾開會二次，整套會議紀錄由公司秘書保存。個別委員會成員出席該等會議的情況載於上文的列表。

薪酬委員會根據其職權範圍主要為支援及建議董事會履行對本公司股東有關如下責任：

(1) 制定使本公司能吸引及挽留優秀行政人員及董事一致的薪酬政策及常規；

(2) 根據行政人員的表現及本公司的業績，以及宏觀支薪環境，公平及盡責地酬賞行政人員；及

THE BOARD COMMITTEES (Continued)

REMUNERATION COMMITTEE (Continued)

(3) comply with the CG Code provisions on remuneration of directors, mainly by:

- determining executive and director remuneration policy;
- determining the remuneration of executive directors upon consultation with the chairman or managing director regarding their proposals for such remuneration;
- reviewing and approving the remuneration of the executives who directly report to the managing director, and as appropriate, other senior management; and
- reviewing and approving all equity-based plans.

The remuneration committee has the right to seek any information it considers necessary to fulfil its duties, which includes the right to obtain appropriate external advice at the Company's expense, and is provided with sufficient resources by the Company to discharge its duties. The remuneration committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, *info.sanmiguel.com.hk*.

During the year under review, the remuneration committee reviewed the remuneration package of the managing director and key senior executives. As recommended, no directors' fees will be paid for the year 2020.

Details of the remuneration of directors for the year ended 31 December 2020 are set out in note 7 to the financial statements.

NOMINATION COMMITTEE

During the year under review, the nomination committee comprised one non-executive director, namely Mr. Kenji Uchiyama and four independent non-executive directors: Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K.P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago. The nomination committee is chaired by an independent non-executive director, Mr. Carmelo L. Santiago. The nomination committee did not meet in 2020.

董事委員會（續）

薪酬委員會（續）

(3) 符合有關董事酬金企業管治守則條文的責任，方式如下：

- 釐定行政人員及董事的薪酬政策；
- 在與主席或執行董事就彼等有關酬金的建議進行諮詢後，釐定執行董事的酬金；
- 檢討及批准直接向執行董事匯報的行政人員及（倘適用）其他高級管理人員的酬金；及
- 檢討及批准所有權益為本的計劃。

薪酬委員會有權索取認為在履行其職責時有需要的任何資料，包括取得合適的外部意見而費用由本公司支付的權利。薪酬委員會獲本公司供給充足資源以履行其職責。本公司任何股東均可要求查閱薪酬委員會的職權範圍，而職權範圍亦登載於本公司網站上，網址為*info.sanmiguel.com.hk*。

於回顧年度內，委員會於預定會議內檢討執行董事及主要高級行政人員之薪酬。建議不支付二零二零年各董事袍金。

董事截至二零二零年十二月三十一日止年度的酬金詳情載於財務報表附註7。

提名委員會

於回顧年度內，提名委員會包括一位非執行董事，（即：內山建二先生）及四位獨立非執行董事，（即Alonzo Q. Ancheta先生、李國寶爵士、Reynato S. Puno先生及施雅高先生）。提名委員會由一名獨立非執行董事施雅高先生擔任主席。於二零二零年，提名委員會並未有召開會議。

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

Under its terms of reference, proceedings and meetings of the committee will be governed by the provisions of the Company's Articles of Association for regulating the proceedings and meetings of the board of the Company in so far as they are applicable and not inconsistent with the nomination committee's terms of reference. The primary purpose of the committee is to support and advise the board in fulfilling their responsibilities to shareholders in ensuring that the board comprises individuals who are best able to discharge the responsibilities of directors having regard to the law and the highest standards of governance by:

(1) assessing the skills required for the board;

(2) from time to time assessing the extent to which the required skills are represented on the board;

(3) establishing the process for the review of the performance of individual directors and the board as a whole;

(4) establishing the process for the identification of suitable candidates for appointment to the board; and

(5) having oversight of matters relating to corporate governance by bringing any issues to the attention of the board.

The nomination committee has the following responsibilities:

(1) review the structure, size and composition (including the skills, knowledge and experience) of the board on a regular basis and make recommendations to the board regarding any proposed changes;

(2) identify individuals suitably qualified to become board members and select or make recommendations to the board on the selection of individuals nominated for directorships;

(3) assess the independence of independent non-executive directors;

(4) make recommendations to the board on relevant matters relating to the appointment or re-appointment of directors and succession planning for directors, in particular the chairman and the chief executive officer;

(5) have oversight of all matters relating to corporate governance; and

(6) being entitled to employ, at the Company's expense, the services of such advisers as it deems necessary to fulfil its responsibilities.

董事委員會（續）

提名委員會（續）

根據其職權範圍，委員會之議事程序及會議須由截至目前規管本公司董事會議事程序及會議的本公司的組織章程所規管，只要彼等適用且不違背提名委員會之職權範圍。委員會之主要目的乃支持董事會履行彼等對股東之責任並就此向董事會提供意見，通過下列方式確保組成董事會之人士在法例及管治之最高標準之規限下最能夠履行董事之責任：

(1) 評估董事會要求之技能；

(2) 不時評估董事會所需技能所代表之程度；

(3) 就檢討個別董事及董事會整體表現制定序；

(4) 就物色適合候選人以委任為董事會成員而制定程序；及

(5) 監督有關企業管治之任何事宜產生任何問題引起董事會注意。

提名委員會之責任如下：

(1) 定期檢討董事會之架構、人數及組成（包括技能、知識及經驗方面），並就任何建議變動向董事會提供推薦建議；

(2) 物色具備合適資格可成為董事會成員之人士，並挑選提名有關人士出任董事或就此向董事會提供意見；

(3) 評估獨立非執行董事之獨立性；

(4) 就董事委任或重新委任董事以及董事（尤其是主席及行政總裁）之繼任計劃向董事會提供推薦建議；

(5) 監督有關企業管治之所有事宜；及

(6) 有權在其認為就履行責任屬必要時聘請有關顧問之服務，費用由本公司承擔。

THE BOARD COMMITTEES (Continued)

NOMINATION COMMITTEE (Continued)

In the discharge of its responsibility in item (1), the Committee takes into consideration, among others, that a diverse board of directors, with the appropriate qualifications and broad range of expertise relevant to the Company's business, is an essential element in maintaining a competitive advantage in the complex business industry that the Company operates, and embraces the policy that including and making use of increasing diversity at the board level, which consists of differences in the skills, experience, background, race, gender and other distinctions amongst directors, is important to achieve effective corporate governance and sustained commercial success of the Company. These differences will be considered in determining the optimum composition of the board and when possible are balanced appropriately.

In addition, in identifying individuals and making recommendations for nominations pursuant to its responsibility in item (2) above, the Committee considers whether such individuals possess the qualifications, ability and stature that would enable them to effectively fulfill their roles and responsibilities as directors of the Company. The responsibilities of the nomination committee in items (1) to (4) above as further set out in its terms of reference form the key principles that constitute the Company's nomination policy.

The nomination committee has the right to seek any information it considers necessary to fulfil its duties, which includes the right to obtain appropriate external advice at the Company's expense, and is provided with sufficient resources by the Company to discharge its duties. The nomination committee's specific terms of reference are available on request to any shareholders of the Company and are posted on the Company's website, *info.sanmiguel.com.hk*.

CODE OF CONDUCT ON DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Code of Conduct based on the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix 10 of the Listing Rules ("Model Code"). The terms of the Code of Conduct are no less exacting than the standards in the Model Code, and the Code of Conduct applies to all the relevant persons as defined in the said code, including the directors of the Company, any employee of the Company, or a director or employee of a subsidiary or holding company of the Company who, because of such office or employment, are likely to be in possession of unpublished price sensitive information in relation to the Company or its securities.

There was no non-compliance by the directors with the required standards set out in the Code of Conduct during the year under review.

董事委員會（續）

提名委員會（續）

在履行第(1)項的責任時，委員會考慮到（其中包括）多元化的董事會，具備適當資格及與本公司業務相關的廣泛專業知識，乃保持本公司營運所在的複雜業務行業的競爭優勢之重要原素。該委員會信奉的政策是，包括及利用董事會層面的日益多元化，由不同的技能、經驗、背景、種族、性別及董事之間其他區別組成，乃為本公司達致高效的公司管治及維持商業成功的重要之處。這些差異將於確定董事會最優組成成員時考慮及在可能的情況下作適當權衡。

此外，在根據上述第(2)項的責任確認該等個人及甄選或就該等個人甄選為董事會提出建議時，該委員會將考慮該等個人是否具備資格、能力及品德而令他們有效地履行其於本公司的董事職責及責任。提名委員會在上述第(1)至(4)項中的職責（於其職權範圍進一步載列）形成關鍵原則，構成本公司的提名政策。

提名委員會有權索取認為在履行其職責時有需要的任何資料，包括取得合適的外部意見而費用由本公司支付的權利。提名委員會獲本公司供給充足資源以履行其職責。本公司任何股東均可要求查閱提名委員會的職權範圍，而職權範圍亦登載於本公司網站上，網址為*info.sanmiguel.com.hk*。

董事進行證券交易的守則

本公司已根據上市規則附錄10所載的《上市公司董事進行證券交易的標準守則》（「標準守則」）採納操守守則。操守守則條款比標準守則所訂標準更高，而操守守則亦適用於該守則所界定的所有有關人士，包括本公司董事、本公司任何僱員、或本公司的附屬公司或控股公司的董事或僱員，而彼等因有關職位或受僱工作而可能擁有關於本公司或其證券的未公佈股價敏感資料。

於回顧年度，並沒有董事就操守守則所訂的標準有違規的情況。

COMMUNICATION WITH SHAREHOLDERS

The Company attaches great priority to establishing effective communications with its shareholders and investors. In an effort to enhance such communications, the Company provides information relating to the Company and its business in its Annual Report and also disseminates such information electronically through its website, *info.sanmiguel.com.hk*.

The Company also published its ESG Report on its website, *info.sanmiguel.com.hk*. The ESG Report communicates to the Company's stakeholders in a broad manner the relevant environmental, social and governance initiatives that the Company has made in reference to Appendix 27 of the Listing Rules. The 2020 ESG Report will be published in the Company's website no later than three months after the publication of the Company's Annual Report.

The Company regards the annual general meeting as an important event as it provides an opportunity for direct communications between the board and its shareholders. All directors and senior management make an effort to attend the annual general meeting of the Company to address shareholders' queries. However, for the Annual General Meeting held on 20 April 2020, most of the directors, including the chairman of the board and chairmen of the board committees, who are based in Manila, were not able to attend the meeting due to the COVID-19 pandemic and regulations introduced by the HKSAR government and the Philippines government to prevent the spread of the COVID-19 pandemic. All the shareholders of the Company are given a minimum of twenty business days' notice of the date and venue of the annual general meeting of the Company. The Company supports the CG Code's principle to encourage shareholders' participation.

WHISTLEBLOWING POLICY

To ensure that the business of the Group is conducted in the highest standards of fairness, transparency and accountability, the Group has its Whistleblowing Policy, which establishes procedures and channels through which the directors, employees and other interested parties may communicate concerns, in confidence, about any misconduct or improprieties affecting the Group. The complete text of the Whistleblowing Policy has been posted on the Company website, *info.sanmiguel.com.hk*.

與股東的溝通

本公司相當重視與其股東及投資者建立有效溝通。為達到有效溝通，本公司在其年報內提供有關本公司及其業務的資料，亦以電子方式透過其網站*info.sanmiguel.com.hk*發佈有關資料。

本公司亦於其網站*info.sanmiguel.com.hk*刊登其《環境、社會及管治報告》。此為向本公司持份者廣泛傳達本公司根據上市規則附錄二十七提出有關環境、社會及管治倡議而做出的初步努力。二零一九年的《環境、社會及管治報告》將於本公司年報刊發後三個月內於本公司網站刊登。

本公司視股東周年大會為重要事項，因其提供董事會與股東直接溝通的機會。全體董事及高級管理人員務必出席本公司股東周年大會，以回應股東提問。自由於2019冠狀病毒病以及香港特別行政區政府和菲律賓政府為防止傳播2019冠狀病毒推行的限制措施，大多數董事（包括駐於馬尼拉的董事會主席和董事會委員會的主席）未能出席二零二零年年度股東周年大會。本公司各股東均獲有關本公司股東周年大會舉行時間及地點最少二十個工作天的通知。本公司支持該企業管治守則以鼓勵股東參與。

舉報政策

為確保業務運作上保持最高標準的公正性、透明度和問責性，本集團有其舉報政策，建立既定程序和渠道，讓本公司董事、僱員及其他相關人士可以在完全放心的情況下傳達他們對本集團內的任何懷疑不當行為或不良行為的關注。舉報政策全部內容已於本公司網站刊登，網址為*info.sanmiguel.com.hk*。

CORPORATE GOVERNANCE REPORT 企業管治報告

DIVIDEND POLICY

Under the dividend policy of the Company ("Dividend Policy"), The board may from time to time pay to the Company's shareholders dividends in the interim, semi-annually or at other suitable intervals to be determined by the board, if the board is of the opinion that the position and profits of the Company justify the payment. In deciding whether to declare dividends and in determining the dividend amount, the board shall take into consideration the performance, financial position, liquidity, implementation of business plans, debt service requirements, operating expenses, budgets, funding for new investments and acquisitions, appropriate reserves and working capital, among others, of the Company and its subsidiaries, as well as the general business and economic conditions. The payment of dividends by the Company is also subject to the restrictions and conditions under the laws of Hong Kong and the Company's Articles of Association.

The Dividend Policy is subject to review and may be changed by the board at any time.

股息政策

根據本公司的股息政策(「股息政策」),如果董事會認為本公司的財務及利潤狀況許可,董事會可能會不時向本公司的股東派發中期,半年度或董事會決定的其他合適時期的股息。在決定是否派發股息並確定股息金額時,董事會會考慮本公司及其附屬公司的業績、財務狀況、流動資金、業務計劃的執行、償債要求、運營費用、預算、新投資及收購所需資金、適當儲備金和營運資金以及整體業務和經濟狀況。本公司派發的股息也受香港法律及本公司的組織章程限制和規定。

股息政策將受到審閱並於任何時候由董事會對其進行修改。

SHAREHOLDERS' RIGHTS

CALLING AN EXTRAORDINARY GENERAL MEETING

Pursuant to article 68 of the Articles of Association of the Company, extraordinary general meetings may also be convened on requisition as provided by Sections 566, 567 and 568 of the Hong Kong Companies Ordinance. The directors are required to call a general meeting if the Company has received requests to do so from shareholders of the Company representing at least 5% of the total voting rights of all the shareholders having a right to vote at general meetings. The request must state the general nature of the business to be dealt with at the meeting; and may include the text of a resolution that may properly be moved and is intended to be moved at the meeting. Requests may consist of several documents in like form. The request may be sent to the Company in hard copy form or in electronic form; and must be authenticated by the person or persons making it. The directors must, within twenty-one days after the date on which they become subject to the requirement, call an extraordinary general meeting which must be held on a date not more than twenty-eight days after the date on which the notice convening the meeting is given. If the directors fail to convene the general meeting, the shareholders who requested the meeting, or any of them representing more than one half of the total voting rights of all of them, may themselves call an extraordinary general meeting. The meeting must be called on a date not more than three months after the date on which the directors become subject to the requirement to call a meeting.

股東權利

召開股東特別大會

根據本公司組織章程細則第68條,本公司之股東特別大會亦會應遞呈要求下召開。根據香港《公司條例》第566條、567條及568條,如公司收到佔全體有權在股東大會上表決的股東的總表決權最少5%的公司股東的要求,要求召開股東大會,則董事須召開股東大會。要求必須述明有待在有關股東大會上處理的事務的一般性質;及可包含可在該股東大會上恰當地動議並擬在該股東大會上動議的決議的文本。要求可包含若干份格式相近的文件。要求可採用印本形式或電子形式送交本公司;及須經提出該要求的人認證。董事須於他們受到該規定所規限的日期後的二十一日內召開須在召開該股東大會的通知的發出日期後的二十八日內舉行的股東特別大會。如董事未能召開股東大會,則要求召開該股東大會的股東,或佔全體該等股東的總表決權過半數的股東,可自行召開股東特別大會。在有關董事受到召開股東大會的規定所規限的日期後的三個月內,有關股東大會須予召開。

SHAREHOLDERS' RIGHTS (Continued)

PROCEDURES FOR PUTTING FORWARD PROPOSALS AT SHAREHOLDERS' MEETING

Shareholders holding not less than 2.5% of the total voting rights of all the members who have a relevant right to vote; or not less than fifty shareholders who have a relevant right to vote may:

— circulate to shareholders of the Company entitled to receive notice of a general meeting, a statement of not more than 1000 words with respect to (a) a matter mentioned in a proposed resolution to be dealt with at that meeting; or (b) other business to be dealt with at that meeting; or

— request the Company to give, to members of the Company entitled to receive notice of the annual general meeting, notice of a resolution that may properly be moved and is intended to be moved at that meeting.

For further details on the shareholder qualifications, and the procedures and timeline, in connection with the above, shareholders are kindly requested to refer to Sections 580 and 615 of the Hong Kong Companies Ordinance.

Further, a shareholder may propose a person other than a retiring director of the Company for election as a director at a general meeting at which elections to the office of directors are to be considered. The following documents must be submitted, no later than seven days before the date of the general meeting, to the Company at its principal office at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong, for the attention of the Company Secretary: (a) the Director Nomination Form with the required supporting documents; (b) the candidate's resume; and (c) a written statement signed by the candidate of his/her willingness to be elected together with (i) that candidate's information as required to be disclosed under Rule 13.51(2) of the Listing Rules; (ii) the candidate's written consent to the publication of his/her personal data; and (iii) confirmation that there are no grounds for his/her ineligibility and incompatibility to act as a director and that he/she satisfies the integrity and, if applicable, independence requirements under the applicable Listing Rules. The complete text of the procedure for shareholders to propose candidates for election as directors at general meetings has been posted on the Company website, *info.sanmiguel.com.hk*.

SENDING ENQUIRES TO THE BOARD

Shareholders should direct their questions about their shareholdings to the Company's Registrar. Shareholders and the investment community may at any time make a request for the Company's information to the extent that such information is publicly available. Shareholders may also make enquiries to the board by writing to the Company Secretary at the Company's office in Hong Kong at 9/F, Citimark Building, 28 Yuen Shun Circuit, Siu Lek Yuen, Shatin, New Territories, Hong Kong.

股東權利（續）

於股東大會提出建議之程序

佔全體有相關表決權利的股東的總表決權最少2.5%的股東；或最少50名有相關表決權利的股東可：

— 向有權收到股東大會的通告的本公司股東，傳閱關於(a)有待在股東大會上處理的、某被提出的決議所述的事宜；或(b)其他有待在股東大會上處理的事務，而字數不多於1,000字的陳述書；或

— 要求本公司向有權收到股東周年大會的通告的本公司股東，發出關於可在股東大會上恰當地動議並擬在該大會上動議的決議的通知。

有關上述事項的股東資格、程序及時序的進一步詳情，務請股東參考香港《公司條例》第580條及615條。

此外，股東可推舉一名本公司退任董事以外之董事於審議選舉董事之股東大會上參選董事。下列文件須不遲於股東大會日期前七天送交本公司之主要辦事處予公司秘書，地址為香港新界沙田小瀝源源順圍二十八號都會廣場九樓：(a)董事提名表格及所需證明文件；(b)候選人之個人履歷(c)候選人已簽署表明彼願意參選之書面聲明，以及(i)根據上市規則第13.51(2)條該候選人須予披露之資料；及(ii)候選人就刊登其個人資料之同意書；及(iii)確認概無不符合資格及無法履行董事職責之理由且彼有誠信及，倘適用，符合適用上市規則規定之獨立要求。股東於股東大會上推舉參選董事候選人的程序全部內容已於本公司網站刊登，網址為*info.sanmiguel.com.hk*。

向董事會查詢

股東應就其股權直接向本公司之股份過戶登記處查詢。股東及投資界可隨時要求本公司提供可公開索閱之資料。股東亦可郵寄予本公司位於香港辦事處之公司秘書向董事會作書面查詢，地址為香港新界沙田小瀝源源順圍二十八號都會廣場九樓。



We will be quick to adopt to emerging consumption dynamics in our markets and will work closely with wholesalers and direct customers to ensure product availability is in line with market needs.

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

DIRECTORS

Ramon S. ANG	*Chairman*
Carlos Antonio M. BERBA	*Deputy Chairman*
Ramon G. TORRALBA	*Managing Director*

NON-EXECUTIVE DIRECTORS

May (Michelle) CHAN Wen Mee
Roberto N. HUANG
Fumiaki OZAWA
Kenji UCHIYAMA
Tomoki YAMAUCHI

INDEPENDENT NON-EXECUTIVE DIRECTORS

Alonzo Q. ANCHETA
David LI Kwok-po GBM, JP
Reynato S. PUNO
Carmelo L. SANTIAGO
Sum LI, Alternate to David LI Kwok-po GBM, JP

董事

蔡啓文	*主席*
凱顧思	*副主席*
杜華博	*執行董事*

非執行董事

陳雲美
黃思民
小澤史晃
內山建二
山內智樹

獨立非執行董事

Alonzo Q. ANCHETA
李國寶，GBM, JP
Reynato S. PUNO
施雅高
李深，李國寶 GBM, JP 之替任董事

Mr. Ramon S. ANG, aged 67, is the Chairman and a non-executive Director of the Company. He has been appointed as the Chairman since 10 June 2005 and a non-executive Director of the Company since 27 November 1998. He is the Vice Chairman, President and Chief Operating Officer of San Miguel Corporation (a company listed on the Philippine Stock Exchange); Director, President and Chief Executive Officer of Top Frontier Investment Holdings, Inc. (the ultimate parent company of the Company) and Petron Corporation (all of which are companies listed on the Philippine Stock Exchange); Vice Chairman, President and Chief Executive Officer of San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange); Chairman of Eagle Cement Corporation (a company listed on the Philippine Stock Exchange) and Petron Malaysia Refining & Marketing Bhd. (a company listed on the Kuala Lumpur Stock Exchange); and Director and President of Ginebra San Miguel, Inc. (a company listed on the Philippine Stock Exchange). He is also Chairman, Chief Executive Officer, President and Chief Operating Officer of SMC Global Power Holdings Corp. (a company listed on the Philippine Dealing & Exchange Corp.); Chairman of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.); Chairman and President of San Miguel Holdings Corp., San Miguel Equity Investments Inc., San Miguel Properties, Inc. and San Miguel Aerocity Inc.; Chairman and Chief Executive Officer of SMC Asia Car Distributors Corp.; Chairman of San Miguel Yamamura Packaging Corporation, San Miguel Foods, Inc., San Miguel Mills, Inc., Magnolia Inc., The Purefoods-Hormel Company, Inc., San Miguel Super Coffeemix Co., Inc., Clariden Holdings, Inc., Anchor Insurance Brokerage Corporation, Philippine Diamond Hotel & Resort, Inc., SEA Refinery Corporation and Manila North Harbour Port, Inc.; Director and President of San Miguel Northern Cement, Inc.; and Director, President and Chief Executive Officer of Northern Cement Corporation. He is also the sole director and shareholder of Master Year Limited and Chairman of Privado Holdings, Corp.. Mr. Ang is also the Chairman, President/CEO and/ or Director of other various subsidiaries of San Miguel Corporation. He

蔡啓文先生，六十七歲，為本公司主席及非執行董事。蔡先生自二零零五年六月十日起獲委任為本公司主席及自一九九八年十一月二十七日起獲委任為非執行董事。蔡先生為生力總公司（該公司於菲律賓證券交易所上市）之副主席、總裁及營運總裁；Top Frontier Investment Holdings, Inc.（本公司之最終母公司）及Petron Corporation（以上公司皆於菲律賓證券交易所上市）之董事、總裁及行政總裁；San Miguel Food and Beverage, Inc.（該公司於菲律賓證券交易所上市）之副主席、總裁及行政總裁；Eagle Cement Corporation（該公司於菲律賓證券交易所上市）及Petron Malaysia Refining & Marketing Bhd.（該公司於吉隆坡證券交易所上市）之主席；及Ginebra San Miguel, Inc.（該公司於菲律賓證券交易所上市）之董事及總裁。蔡先生亦為SMC Global Power Holdings Corp.（該公司於Philippine Dealing & Exchange Corp.上市）之主席、行政總裁、總裁及營運總裁；San Miguel Brewery Inc.（該公司於Philippine Dealing & Exchange Corp.上市）之主席；生力控股有限公司、San Miguel Equity Investments Inc.、San Miguel Properties, Inc.及San Miguel Aerocity Inc.之主席及總裁；SMC Asia Car Distributors Corp. 之主席及行政總裁；San Miguel Yamamura Packaging Corporation, San Miguel Foods, Inc., San Miguel Mills, Inc., Magnolia Inc., The Purefoods-Hormel Company, Inc., San Miguel Super Coffeemix Co., Inc., Clariden Holdings, Inc., Anchor Insurance Brokerage Corporation, Philippine Diamond Hotel & Resort,

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

formerly held the following positions: Chairman of Liberty Telecom Holdings, Inc. and Cyber Bay Corporation; President and Chief Operating Officer of PAL Holdings, Inc. and Philippine Airlines, Inc.; Vice Chairman of Manila Electric Company; and Director of Air Philippines Corporation. Mr. Ang holds a Bachelor of Science degree in Mechanical Engineering from Far Eastern University and a Doctorate in Business Engineering, Honoris Causa, from the same university.

Mr. Carlos Antonio M. BERBA, aged 56, was appointed as Deputy Chairman and Remuneration Committee member of the Company on 27 August 2010. Mr. Berba has been a Director of the Company since 16 April 2007. He is the Managing Director of San Miguel Brewing International Limited; and a Director of Neptunia Corporation Limited (a controlling shareholder of the Company) and San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.). He is also a Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange); a Director of San Miguel Beer (Thailand) Limited, San Miguel Holdings (Thailand) Limited, San Miguel Marketing (Thailand) Limited, and other subsidiaries of the Company. Mr. Berba has over 30 years of experience in general management, finance, strategic planning and corporate structuring initiatives. Mr. Berba graduated from the University of the Philippines with a Bachelor of Science degree in Electrical Engineering. He later obtained a Master's degree in Business Administration (with distinction) from the Wharton School of Business, University of Pennsylvania and a Master's degree in Japanese Business Studies from Japan America Institute of Management Science & Chaminade University of Honolulu.

Mr. Ramon G. TORRALBA, aged 64, was appointed as an Executive Director and Managing Director of the Company with effect since 15 January 2013. Mr. Torralba is also the Chairman and Director of San Miguel (Guangdong) Brewery Co., Ltd. since 2013, and was the Chairman and Director of Guangzhou San Miguel Brewery Co. Ltd. from February 2013 to April 2020. He was the Vice President and Manager for Export Development of San Miguel Brewing International Limited (a subsidiary of San Miguel Brewery Inc.) from 2008 to 2012 and was also a Director of San Miguel Beer (Thailand) Limited and Commercial Director of San Miguel Marketing (Thailand) Ltd. from 2004 to 2007. He also served as Assistant Vice President of the Beer Division of San Miguel Corporation from 1997 to 2006. Mr. Torralba graduated from Zamboanga A.E. Colleges with a degree of Bachelor of Science in Commerce, major in Accounting. He also attended the Management Development Program at the Asian Institute of Management (International School of Business and Management) in the Philippines in 1991. Mr. Torralba is a Certified Public Accountant and a member of the Philippine Institute of Certified Public Accountants.

Inc., SEA Refinery Corporation and Manila North Harbour Port, Inc. 之主席；San Miguel Northern Cement, Inc. 之董事及主席；及Northern Cement Corporation之董事、主席及行政總裁。蔡先生亦為Master Year Limited之唯一董事及股東，也是Privado Holdings, Corp.之主席。蔡先生亦為生力總公司多間附屬公司之主席、總裁／行政總裁及／或董事。蔡先生曾出任以下職位：Liberty Telecom Holdings, Inc. 及Cyber Bay Corporation之主席；PAL Holdings, Inc.及菲律賓航空公司之總裁及營運總裁；Manila Electric Company之副主席；以及Air Philippines Corporation之董事。蔡先生於Far Eastern University取得機械工程學士學位及商業工程學名譽博士學位。

凱顧思先生，五十六歲，於二零一零年八月二十七日獲委任為本公司副主席及薪酬委員會成員。凱先生自二零零七年四月十六日起獲委任為本公司之董事。凱先生為生力啤酒國際有限公司之董事總經理；以及立端利有限公司（本公司之控股股東）及生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）之董事。凱先生亦是PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之專員；生力啤酒（泰國）有限公司、生力控股（泰國）有限公司、生力市務（泰國）有限公司及本公司其他附屬公司之董事。凱先生擁有超過三十年綜合管理、財務、策略規劃及企業架構組建之經驗。凱先生畢業於菲律賓大學，取得電機工程學士學位。他其後取得美國賓夕法尼亞州大學Wharton School工商管理學碩士（榮譽）學位及Japan America Institute of Management Science & Chaminade University of Honolulu日本商業研究碩士學位。

杜華博先生，六十四歲，於二零一三年一月十五日起獲委任為本公司之執行董事。杜先生自二零一三年出任生力（廣東）啤酒有限公司之主席和董事，並於二零一三年二月至二零二零年四月擔任廣州生力啤酒有限公司之主席和董事。他在二零零八年至二零一二年曾任生力啤酒國際有限公司（生力啤酒廠公司之附屬公司）之副總裁兼出口發展經理。他亦於二零零四年至二零零七年擔任San Miguel Beer (Thailand) Limited之董事和生力市務（泰國）有限公司之商務總監。他於一九九七年至二零零六年曾任生力總公司啤酒業務部助理副總裁。杜先生畢業於Zamboanga A.E. Colleges，取得商學會計理學士學位。他亦於一九九一年參加菲律賓亞洲管理學院國際工商管理系之管理發展課程。杜先生為認可會計師，並為菲律賓會計師公會之會員。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Mr. Alonzo Q. ANCHETA, aged 88 was appointed as an independent non-executive Director and a member of the Audit Committee and the Nomination Committee of the Company on 24 February 2017. He is currently an Independent Director of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.) and PTFC Redevelopment Corporation (a company listed on the Philippine Stock Exchange). He is the President of Zobella & Co. (A.Q. Ancheta & Partners): Trademark & Patent Attorneys and the Co-Founding Partner/ Senior Adviser of Quasha Ancheta Pena & Nolasco Law Offices. He is also the Chairman and President of Ogilvy & Mather Philippines, Inc.; President of Growe Investments Ltd.; and a Member of the Board of Trustees of St. Luke's Medical Center. Mr. Ancheta also provided service for the Philippine Government as the Administrator of National Tobacco Administration (1987 - 1990). Mr. Ancheta graduated from the University of Manila with a Bachelor's degree in Arts (Magna cum Laude) in 1953 and a Bachelor's degree in Laws (Cum laude) in 1957. He is a lawyer (A.B., LL.B) by profession, with practice areas in intellectual property law and commercial/ corporate/family law and estates and succession. He is also a member of various organizations, including the Intellectual Property Association of the Philippines (Council Adviser, 1988- present), Philippine Bar Association, Legal Management Council of the Philippines, Asian Patent Attorneys Association, International Trademark Association, LAWASIA (Vice President International, 2017-present), Licensing Executives Society International, ASEAN Law Association, ASEAN Intellectual Property Association, American Chamber of Commerce of the Philippines, Canadian Chamber of Commerce of the Philippines, Philippine American Guardian Association, Philippine-Japan Economic Committee, Philippines-Japan Society, Inc., Rotary Club of Marikina, Jaycees International (Senator) and For Love of Mother Earth, Inc..

Alonzo Q. ANCHETA先生，八十八歲，於二零一七年二月二十四日獲委任為本公司獨立非執行董事，以及審核委員會及提名委員會成員。他現為生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）及PTFC Redevelopment Corporation (該公司於菲律賓證券交易所上市）之獨立董事。他為Zobella & Co. (A.Q. Ancheta & Partners)：Trademark & Patent Attorneys之總裁及Quasha Ancheta Pena & Nolasco Law Offices之共同創辦合夥人／高級顧問。他亦為Ogilvy & Mather Philippines, Inc.之主席及總裁；Growe Investments Ltd.之總裁；以及Trustees of St. Luke's Medical Center之董事會成員。Ancheta先生亦曾為National Tobacco Administration行政官員，為菲律賓政府提供服務（一九八七年至一九九零年）。Ancheta先生畢業於馬尼拉大學，於一九五三年取得文學士學位（Magna cum Laude）及於一九五七年取得法律學士學位（Cum laude），他專業為律師（A.B., LL.B），從事知識產權法及商業／公司／家庭／遺產和繼承法。他亦為多間機構之會員，包括Intellectual Property Association of the Philippines（理事會顧問，一九八八年至現在）、Philippine Bar Association、Legal Management Council of the Philippines、Asian Patent Attorneys Association、International Trademark Association、LAWASIA (Vice President International, 二零一七年至現在)、Licensing Executives Society International、ASEAN Law Association、ASEAN Intellectual Property Association、American Chamber of Commerce of the Philippines、Canadian Chamber of Commerce of the Philippines、Philippine American Guardian Association、Philippine-Japanese Economic Committee、Philippines-Japan Society, Inc.、Rotary Club of Marikina、Jaycees International (Senator) 及For Love of Mother Earth, Inc.。

Ms. May (Michelle) CHAN Wen Mee, aged 56, was appointed as a non-executive Director on 11 March 2011. Ms. Chan serves as Managing Director of A.S. Watson Industries Limited. She served as Managing Director of Hutchison Harbour Ring Limited from 1 February 2006 to 31 October 2010 and served as Executive Deputy Managing Director of Hutchison Harbour Ring Limited from 18 May 2005 to 31 January 2006. Ms. Chan has extensive experience in managing property development and investment businesses in mainland China. She also holds directorships in certain companies controlled by CK Hutchison Holdings Limited. Ms. Chan holds a Bachelor's degree in Business Administration.

陳雲美女士，五十六歲，於二零一一年三月十一日獲委任為非執行董事。陳女士現任A.S. Watson Industries Limited之董事總經理。她於二零零六年二月一日至二零一零年十月三十一日出任和記港陸有限公司董事總經理及於二零零五年五月十八日至二零零六年一月三十一日出任和記港陸有限公司常務副董事總經理。陳女士擁有管理中國內地地產發展及投資項目的豐富經驗。她亦為長江和記實業有限公司所控制之若干公司之董事。陳女士持有商業管理學士學位。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Mr. Roberto N. HUANG, aged 72, was appointed as a non-executive Director and a member of the Remuneration Committee of the Company on 8 November 2012. Mr. Huang is a Director and the President of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.); and a Director and the Chief Operating Officer - Beer of San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange). He is also a Director of San Miguel Brewing International Limited and San Miguel Malaysia Pte. Ltd.; and the Chairman and President of Iconic Beverages, Inc., Brewery Properties Inc., and Brewery Landholdings, Inc. Mr. Huang graduated from the Mapua Institute of Technology with a Bachelor of Science degree in Mechanical Engineering and completed academic requirements for a Master's degree in Business Administration from De La Salle University. He also attended the Nagoya International Training Center, Japan International Cooperation Agency Grant for Metal Works Engineering and Numerical Control Machines course.

黃思民先生，七十二歲，於二零一二年十一月八日獲委任為本公司非執行董事及薪酬委員會成員。黃先生為生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）之董事及總裁；以及San Miguel Food and Beverage, Inc.（該公司於菲律賓證券交易所上市）之董事及啤酒部之營運總裁。他亦為生力啤酒國際有限公司及San Miguel Malaysia Pte. Ltd.之董事；以及Iconic Beverages, Inc.、Brewery Properties Inc.和Brewery Landholdings, Inc.之主席及總裁。黃先生畢業於Mapua Institute of Technology並取得機械工程理學士學位，並完成了De La Salle University工商管理碩士的學歷要求。他亦曾參加了名古屋國際訓練中心日本國際協力機構資助的金屬結構工程和數控機床課程。

Dr. the Hon. Sir David LI Kwok-po, *GBM, GBS, OBE, JP, MA Cantab. (Economics & Law), Hon. LLD (Cantab), Hon. DSc. (Imperial), Hon. LLD (Warwick), Hon. DBA (Edinburgh Napier), Hon. D.Hum.Litt. (Trinity, USA), Hon. LLD (Hong Kong), Hon. DSocSc (Lingnan), Hon. DLitt (Macquarie), Hon. DSocSc (CUHK), FCA, FCPA, FCPA (Aust.), FCIB, FHKIB, FBCS, CITP, Officier de l'Ordre de la Couronne, Grand Officer of the Order of the Star of Italian Solidarity, The Order of the Rising Sun, Gold Rays with Neck Ribbon, Commandeur dans l'Ordre National de la Légion d'Honneur,* aged 81, was appointed on 22 March 1991. Sir David is an independent non-executive Director, Chairman of the Audit Committee and a member of the Nomination Committee and the Remuneration Committee of the Company. He is the Executive Chairman of The Bank of East Asia, Limited (listed in Hong Kong). He is an independent non-executive Director of Guangdong Investment Limited, The Hong Kong and China Gas Company Limited, The Hongkong and Shanghai Hotels, Limited and Vitasoy International Holdings Limited (all listed in Hong Kong). He was an independent non-executive Director of PCCW Limited (listed in Hong Kong). Sir David is a member of the Council of the Treasury Markets Association. He is Founding Chairman of The Friends of Cambridge University in Hong Kong Limited, Chairman of the Advisory Board of The Salvation Army, Hong Kong and Macau Command, Chairman of the Executive Committee of St. James' Settlement and a Fellow of the Hong Kong Academy of Finance. He was a member of the Executive Council of Hong Kong from 2005 to 2008 and the Legislative Council of Hong Kong from 1985 to 2012.

李國寶爵士，*GBM, GBS, OBE, JP, MA Cantab. (Economics & Law), Hon. LLD (Cantab), Hon. DSc. (Imperial), Hon. LLD (Warwick), Hon. DBA (Edinburgh Napier), Hon. D.Hum.Litt.(Trinity, USA), Hon. LLD (Hong Kong), Hon. DSocSc (Lingnan), Hon. DLitt (Macquarie), Hon. DSocSc (CUHK), FCA, FCPA, FCPA (Aust.), FCIB, FHKIB, FBCS, CITP, Officier de l'Ordre de la Couronne, Grand Officer of the Order of the Star of Italian Solidarity, The Order of the Rising Sun, Gold Rays with Neck Ribbon, Commandeur dans l'Ordre National de la Légion d'Honneur*，八十一歲，於一九九一年三月二十二日獲委任。李爵士為本公司之獨立非執行董事、審核委員會主席、提名委員會及薪酬委員會成員。他現為東亞銀行有限公司（於香港上市）之執行主席。他是粵海投資有限公司、香港中華煤氣有限公司、香港上海大酒店有限公司及維他奶國際集團有限公司（所有上述公司均於香港上市）之獨立非執行董事。他曾擔任電訊盈科有限公司（於香港上市）之獨立非執行董事。李爵士是財資市場公會之議會成員。他是劍橋之友香港有限公司之創立主席、救世軍港澳軍區顧問委員會主席、聖雅各福群會執行委員會主席及金融學院院士。他於二零零五年至二零零八年曾任香港行政會議成員，並於一九八五年至二零一二年曾任香港立法會議員。

Mr. Fumiaki OZAWA, aged 51, was appointed as a non-executive Director of the Company on 28 April 2017. He is also a Director and the Executive Vice President of San Miguel Brewing International Limited. He is also a Director of San Miguel Holdings (Thailand) Limited, San Miguel Beer (Thailand) Limited and San Miguel Marketing (Thailand) Limited; and a Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange). Mr. Ozawa was a former Director and Executive Financial Advisor of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.), the Senior Manager of Corporate Strategy Department of Kirin Holdings Company, Limited and Senior Manager of Management Planning Department, Kirin Company, Limited. He was also the Manager of Management Planning Department of Kirin Company, Limited; Manager of Overseas Sales Division,

小澤史晃先生，五十一歲，於二零一七年四月二十八日獲委任為本公司非執行董事。他亦為生力啤酒國際有限公司之董事及行政副總裁。他亦為生力控股（泰國）有限公司、生力啤酒（泰國）有限公司及生力市務（泰國）有限公司之董事；以及PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之委員。小澤先生曾任為生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）之前任董事及執行財務顧問；麒麟控股株式會社企業策略部門之高級經理；以及麒麟株式會社管理規劃部門之高級經理。他亦曾為麒麟株式會社之管理計劃部門之經理、麒麟技術系統株

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Kirin Techno-System Company, Limited and Sales Representative of Off-premise Sales Section, Tohoku Regional Head Office, Kirin Brewery Company, Limited. Mr. Ozawa graduated from Waseda University with a bachelor's degree in Economics.

式會社海外銷售部經理及麒麟麥酒株式會社東北區域總部非現飲場所銷售部營業代表。小澤先生畢業於早稻田大學並取得經濟學士學位。

Mr. Reynato S. PUNO, aged 80, was appointed as an independent non-executive Director and Nomination Committee member of the Company on 8 November 2012 and as Chairman of the Remuneration Committee on 24 February 2017. Mr. Puno is an independent Director of San Miguel Corporation (a company listed on the Philippine Stock Exchange), and Union Bank of the Philippines, Inc. (a company listed on the Philippine Stock Exchange), and an Independent Commissioner of PT Delta Djakarta Tbk (a company listed on the Indonesia Stock Exchange). He is also the Chairman of the Environmental Heroes Foundation and World Vision; Vice Chairman of GMA Kapuso Foundation; and a Director of The New Standard newspaper. Mr. Puno served as the Chief Justice of the Philippine Supreme Court from 6 December 2006 until his retirement on 17 May 2010. He also served previously in the Philippine judiciary as an Associate Justice of the Supreme Court, Associate Justice of the Court of Appeals, Appellate Justice of the Intermediate Appellate Court and City Judge of Quezon City. He also served as Assistant Solicitor General and Deputy Minister of Justice. Mr. Puno completed his Bachelor of Science degree in Jurisprudence and Bachelor of Laws degree at the University of the Philippines, and has a Master of Laws degree from the University of California in Berkeley and a Master in Comparative Laws degree from the Southern Methodist University, Dallas, Texas. He also completed academic requirements for a Doctor of Juridical Science degree from the University of Illinois.

Reynato S. PUNO先生，八十歲，於二零一二年十一月八日獲委任為本公司之獨立非執行董事及提名委員會成員，亦於二零一七年二月二十四獲委任為薪酬委員會主席。Puno先生為生力總公司（該公司於菲律賓證券交易所上市）及Union Bank of the Philippines, Inc.（該公司於菲律賓證券交易所上市）之獨立董事；以及PT Delta Djakarta Tbk（該公司於印尼證券交易所上市）之獨立專員。他亦是Environmental Heroes Foundation 及世界宣明會之主席；GMA Kapuso Foundation之副主席；以及The New Standard newspaper之董事。Puno先生自二零零六年十二月六日起至二零一零年五月十七日退休止為菲律賓最高法院之首席法官。他曾於菲律賓司法機構出任最高法院之大法官、上訴法庭之法官、中級上訴法院之上訴庭法官及奎松市之法院法官。他曾擔任副檢察長及司法部副部長。Puno先生於菲律賓大學完成法學理學士學位及法律學士學位，於加州柏克萊大學取得法律碩士學位，以及於德克薩斯州達拉斯的南方衛理公會大學取得比較法律碩士學位。他亦於伊利諾伊大學完成了法學理博士學位的學歷要求。

Mr. Carmelo L. SANTIAGO, aged 78, was appointed as an independent non-executive Director of the Company from 4 September 2007, Chairman of the Nomination Committee from 27 April 2012, a member of the Audit Committee and the Remuneration Committee from 4 September 2007. He is an Independent Director of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.) and San Miguel Food and Beverage, Inc. (a company listed on the Philippine Stock Exchange) and the Chairman of the Aurora Pacific Economic Zone Freeport Authority. Mr. Santiago is the founder of Wagyu Restaurant and also the founder and chairman of Melo's chain of restaurants in the Philippines. He is a former Director of the Company from 27 February 2003 to 23 February 2005 and Terbo Concept, Inc., and a former independent director of Liberty Telecoms Holdings Inc. Having over 40 years of directorate positions in various companies in the Philippines and Hong Kong, Mr. Santiago has extensive experience in foods, beverages, publication, properties, power and banking industries.

施雅高先生，七十八歲，於二零零七年九月四日獲委任為本公司之獨立非執行董事、於二零一二年四月二十七日獲委任為提名委員會主席、於二零零七年九月四日獲委任為審核委員會成員及於薪酬委員會成員。他現任生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）及San Miguel Food and Beverage, Inc.（該公司於菲律賓證券交易所上市）之獨立董事；以及Aurora Pacific Economic Zone Freeport Authority之主席。施先生為Wagyu Restaurant的創辦人，也是菲律賓Melo's餐廳之創辦人及主席。施先生於二零零三年二月二十七日至二零零五年二月二十三日曾任為本公司及 Terbo Concept, Inc. 之董事，他亦曾為Liberty Telecoms Holdings Inc.之獨立董事。施先生在菲律賓及香港兩地之多間公司擔任董事超過四十年。施先生於食品、飲料、出版、地產、能源及銀行業務皆擁有豐富經驗。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Mr. Kenji UCHIYAMA, aged 56, was appointed as a non-executive Director and member of the Nomination Committee of the Company on 13 April 2018. Mr. Uchiyama is a Director and the Executive Vice President of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.) and a Director of San Miguel Brewing International Limited, San Miguel Holdings (Thailand) Limited, San Miguel Beer (Thailand) Limited, Iconic Beverages, Inc., Brewery Properties Inc. and Brewery Landholdings, Inc.. He was also the Executive Officer and General Manager of Corporate Planning Department of Kirin Brewery Company, Limited; a Director of Diageo Kirin Company, Limited, Heineken Kirin Company, Limited, Eishogen Company, Limited, Kirin Distillery Company, Limited and The Brooklyn Brewery Corporation; and the President and Chief Executive Officer of The Brooklyn Brewery Japan Company, Limited. Mr. Uchiyama also held the following positions in the Kirin group: Deputy General Manager of Sales Department, in charge of Off-Premise Sales of Kirin Beer Marketing Company, Limited; and Head of Sales Promotion Section of Sales Department of Kirin Beer Marketing Company, Limited. Mr. Uchiyama graduated from Keio University with a Bachelor's degree in Social Psychology.

內山健二先生，五十六歲，於二零一八年四月十三日獲委任為本公司之非執行董事及提名委員會成員。內山先生是生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）之董事及行政副總裁；生力啤酒國際有限公司、生力控股（泰國）有限公司、生力啤酒（泰國）有限公司、Iconic Beverages, Inc.、Brewery Properties Inc.及Brewery Landholdings, Inc.之董事。他曾任麒麟麥酒株式會社（「麒麟」）企業策劃部門之行政主任及總經理。他亦曾任Diageo Kirin Company, Limited、Heineken Kirin Company, Limited、Eishogen Company, Limited、Kirin Distillery Company, Limited及The Brooklyn Brewery Corporation之董事；以及The Brooklyn Brewery Japan Company, Limited之總裁及行政總裁。內山先生亦曾於麒麟集團擔任以下職務：Kirin Beer Marketing Company, Limited銷售部門之助理總經理，主責非現飲場所之銷售；Kirin Beer Marketing Company, Limited銷售部門之銷售推廣主管。內山先生畢業於慶應義塾大學並取得社會心理學學士學位。

Mr. Tomoki YAMAUCHI, aged 53, was appointed as a non-executive Director of the Company on 27 October 2017. Mr. Yamauchi is a Director and the Executive Financial Advisor of San Miguel Brewery Inc. (a company listed on the Philippine Dealing & Exchange Corp.). He is also a Director of San Miguel Brewing International Limited and San Miguel Beer (Thailand) Limited. He was previously the Senior Manager of Accounting Department of Kirin Company, Limited; Senior Manager of Planning Department of Kirin Beverage Company, Limited; Senior Manager of Management Planning Department of Kirin Company, Limited; Senior Manager of Accounting Unit Group Finance of Kirin Holdings Company, Limited; and Senior Manager of Finance and Accounting Department of Kirin Group Office Company, Limited. Mr. Yamauchi graduated from Keio University with a bachelor's degree in Economics. He also completed a program for Management Development in Harvard Business School.

山內智樹先生，五十三歲，於二零一七年十月二十七日獲委任為本公司之非執行董事。山內先生為生力啤酒廠公司（該公司於Philippine Dealing & Exchange Corp.上市）之董事及執行財務顧問。他亦為生力啤酒國際有限公司及生力啤酒（泰國）有限公司之董事。他曾任麒麟株式會社會計部門之高級經理及麒麟麥酒株式會社計劃部門之高級經理；麒麟株式會社管理計劃部門之高級經理；麒麟控股株式會社集團財務部門會計單位之高級經理；以及Kirin Group Office Company, Limited財務及會計部門之高級經理。山內先生畢業於慶應大學並取得經濟學士學位。他亦於哈佛商學院完成管理發展課程。

Ms. Sum LI, CIA, FCCA, FHKICPA, aged 49, is the Group Chief Auditor of The Bank of East Asia, Limited. She is currently serving as President of The Institute of Internal Auditors Hong Kong. Ms. Li is a fellow member of The Hong Kong Institute of Directors, The Hong Kong Institute of Certified Public Accountants and The Association of Chartered Certified Accountants, and a Certified Internal Auditor. She was previously a Partner at KPMG's Risk Consulting group and is a Past President of The Asian Confederation of The Institutes of Internal Auditors. Ms. Li holds a Master Degree of Science in Finance from The Chinese University of Hong Kong.

李深女士，CIA, FCCA, FHKICPA，49歲，是現任東亞銀行有限公司集團總稽核。她現為國際內部審計師協會香港分會會長。李女士是香港董事學會、香港會計師公會和英國特許公認會計師公會資深會員，及註冊內部審計師。她曾任職畢馬威事務所風險管理和合規諮詢服務合夥人和出任亞洲內部審計師協會聯合會執委會主席。李女士持有香港中文大學理學（金融）碩士。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

MANAGEMENT EXECUTIVES

Ramon G. TORRALBA
Managing Director

John K.L. CHEUNG
Chief Finance Officer & Company Secretary

Richard W.K. CHAN
General Sales Manager

Eric W.M. CHEUNG
Senior Manager — Information Technology

Steven CO
Senior Manager — Corporate Development

Eric P.K. LAM
Marketing Director

Edith Y.M. NG
Senior Manager — Human Resources & Administration

Kenneth W.S. YEUNG
Senior Manager — Operations

Ric W.T. YEUNG
Senior Manager — Logistics

Vincent K.M. KWOK
General Manager of San Miguel (Guangdong) Brewery Company Limited

Mr. Ramon G. TORRALBA, Managing Director. Please refer to the Directors section on page 57 for details.

Mr. John K.L. CHEUNG, *MBA, BBA*, aged 57, Chief Finance Officer & Company Secretary, joined the Company in 1997. Mr. Cheung is a member of the Institute of Management Accountants. He has over 34-year solid experience in finance and accounting in various industries. Mr. Cheung received a Master's degree and a Bachelor's degree, both in Business Administration, from Georgia State University, USA.

Mr Richard W.K. CHAN, *MSc*, aged 52, General Sales Manager, joined the Company in 2016. Mr. Chan has over 34 years of sales experience from various industries.

Mr. Eric W.M. CHEUNG, *DBA, MBA, MSc, BSc*, aged 58, Senior Manager – Information Technology, joined the Company in 1993. Mr. Cheung has gained 34 years of solid experience in the operations and management of the Information Technology functions.

行政管理人員

杜華博
執行董事

張嘉麟
財務總裁及公司秘書

陳永強
營業總經理

張維敏
資訊科技高級經理

許敏志
企業發展高級經理

林培光
市務總監

伍月薇
人力資源及行政高級經理

楊和新
生產高級經理

楊偉東
物流高級經理

郭敬文
生力(廣東)啤酒有限公司總經理

杜華博先生，執行董事；詳情請參閱第57頁之董事部份。

張嘉麟先生，*MBA, BBA*，五十七歲，財務總裁及公司秘書，於一九九七年加入本公司。張先生為管理會計師公會會員並於不同行業累積了超過三十四年之財務及會計經驗。張先生畢業於美國Georgia State University，並取得工商管理碩士及學士學位。

陳永強先生，*MSc*，五十二歲，營業總經理，於二零一六年加入本公司。陳先生於不同行業具有超過三十四年銷售之豐富經驗。

張維敏先生，*DBA, MBA, MSc, BSc*，五十八歲，資訊科技高級經理，於一九九三年加入本公司。張先生擁有三十四年有關資訊科技方面的整體運作及管理之經驗。

DIRECTORS AND MANAGEMENT EXECUTIVES 董事及行政管理人員

Mr. Steven CO, *BA*, aged 51, Senior Manager – Corporate Development, joined San Miguel Brewing Group of San Miguel Corporation in 1994. Mr. Co has more than 26 years of experience in business planning, business research, corporate affairs and quality management in the Company.

許敏志先生，*BA*，五十一歲，企業發展高級經理，於一九九四年加入生力總公司啤酒業務部。許先生擁有超過二十六年業務策劃、業務研究、企業事務及品質管理之經驗。

Mr. Eric P.K. LAM, *MBA, BA*, aged 57, Marketing Director, joined the Company in 2008. Mr. Lam has over 27 years of experience in marketing in various industries.

林培光先生，*MBA, BA*，五十七歲，市務總監，於二零零八年加入本公司。林先生於不同行業累積了超過二十七年之市務經驗。

Ms. Edith Y.M. NG, *MBA, DIP*, aged 58, Senior Manager – Human Resources & Administration, joined the Company in 1989. Ms. Ng has gained 34 years of experience in the fields of marketing, sales and human resources.

伍月薇女士，*MBA, DIP*，五十八歲，人力資源及行政高級經理，於一九八九年加入本公司。伍女士擁有三十四年市務、銷售及人力資源之經驗。

Mr. Kenneth W.S. YEUNG, *MBA, BSc*, aged 55, Senior Manager-Operations, first joined the Company in 1988. Mr. Yeung has over 31 years of service with the Company. He has extensive experience in the operations of beer production.

楊和新先生，*MBA, BSc*，五十五歲，生產高級經理，於一九八八年第一次加入本公司。楊先生於本公司服務超過三十一年。他於啤酒生產業務擁有豐富經驗。

Mr. Ric W.T. YEUNG, *BBA*, aged 57, Senior Manager – Logistics, joined the Company in 1983. Mr. Yeung has more than 37 years of extensive experience in supply planning, procurement, physical distribution and import & export.

楊偉東先生，*BBA*，五十七歲，物流高級經理，於一九八三年加入本公司。楊先生擁有超過三十七年之供應策劃、採購、儲運及進出口之豐富經驗。

Mr. Vincent K.M. KWOK, *MBA, BBA*, aged 52, was appointed as the Managing Director of Guangzhou San Miguel Brewery Company Limited on 1 January 2011, and was assigned to be the General Manager of San Miguel (Guangdong) Brewery Company Limited on 1 January 2021. Mr. Kwok joined the Company in 2003. He has more than 29 years of solid experience in marketing and management in various industries.

郭敬文先生，*MBA, BBA*，五十二歲，於二零一一年一月一日獲委任為廣州生力啤酒有限公司董事總經理，於二零二一年一月一日調任為生力（廣東）啤酒有限公司總經理。郭先生於二零零三年加入本公司。他於不同行業累積了超過二十九年之市務及管理經驗。

STATISTICAL ANALYSIS OF OPERATIONS 經營統計分析

Years ended 31 December, in Hong Kong dollar thousands except per share data and number of personnel

截至十二月三十一日止年度，除每股股份數據及員工人數外均以港幣千元計算

Ten Year Review 十年回顧

		2020 二零二零年	2019 二零一九年	2018 二零一八年
Revenue	收入	**555,658**	580,050	584,609
Profit/(loss) from operations (1)	經營盈利／（虧損）(1)	**14,920**	7,788	(64,690)
Profit/(loss) for the year (1)	年度盈利／（虧損）(1)	**13,851**	8,300	(74,088)
Taxes paid, including beer tax	稅項連啤酒稅	**11,068**	13,825	17,338
Cash dividends attributable to the year	年度應佔現金股息	**—**	—	—
Cash dividends per share (cents)	每股現金股息（仙）	**—**	—	—
Non-current tangible assets and projects under development	非流動有形資產及發展中項目	**465,291**	474,377	487,708
Net worth	淨值	**543,011**	515,914	500,668
Salaries, wages and other benefits	薪金、工資及其他福利	**121,179**	122,952	123,067
Number of personnel (2)	員工人數 (2)	**517**	491	516

(1) Profit from operations and profit for 2012 have been restated for the change in accounting policy for employee benefits.
(2) Number of personnel represents actual headcount of regular personnel as of the last working day of the year.

STATISTICAL ANALYSIS OF OPERATIONS 經營統計分析

Years ended 31 December, in Hong Kong dollar thousands except per share data and number of personnel	截至十二月三十一日止年度，除每股股份數據及員工人數外均以港幣千元計算

2017 二零一七年	2016 二零一六年	2015 二零一五年	2014 二零一四年	2013 二零一三年	2012 二零一二年 (restated) （已重列）	2011 二零一一年
565,785	541,427	569,502	728,640	687,093	686,362	683,879
20,692	11,505	(11,555)	41,635	28,674	243,428	(48,365)
15,219	6,705	(16,909)	36,994	25,824	226,976	(68,638)
13,432	10,494	15,984	20,670	19,614	26,683	36,009
—	—	—	7,472	3,736	—	—
—	—	—	2	1	—	—
576,388	584,806	597,381	621,309	635,893	654,678	389,671
584,811	558,084	544,986	571,949	543,678	511,836	297,223
121,606	116,014	118,421	116,888	106,631	104,724	101,023
516	539	549	566	587	606	635

(1) 經營盈利及二零一二年之盈利已就僱員福利之會計政策改變重列。
(2) 員工人數指於年度最後一個工作日之實際全職及長期合約員工數目。

CONSOLIDATED INCOME STATEMENT 綜合收益表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
（以港幣計算）

		Note 附註	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元
Revenue	**收入**	3	**555,658**	580,050
Cost of sales	銷售成本		**(312,267)**	(321,204)
Gross profit	**毛利**		**243,391**	258,846
Other net income	其他收益淨額	4	**40,722**	26,972
Selling and distribution expenses	銷售及分銷開支		**(169,265)**	(190,156)
Administrative expenses	行政開支		**(90,398)**	(80,127)
Other operating expenses	其他經營開支		**(9,530)**	(7,747)
Profit from operations	**經營盈利**		**14,920**	7,788
Finance costs	財務費用	5(a)	**(2,373)**	(4,478)
Profit before taxation	**除税前盈利**	5	**12,547**	3,310
Income tax credit	所得税計入	6	**1,304**	4,990
Profit for the year	**年度盈利**		**13,851**	8,300
Attributable to:	**應佔如下：**			
Equity shareholders of the Company	本公司權益持有人		**17,228**	11,583
Non-controlling interests	非控股權益		**(3,377)**	(3,283)
Profit for the year	**年度盈利**		**13,851**	8,300
Earnings per share	**每股盈利**			
Basic (cents)	基本（仙）	10(a)	**5**	3
Diluted (cents)	攤薄（仙）	10(b)	**N/A 不適用**	N/A 不適用

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME 綜合全面收益表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
（以港幣計算）

		Note 附註	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元
Profit for the year	**年度盈利**		**13,851**	8,300
Other comprehensive income for the year (after tax)	**年度其他全面收益（除税後）**	9		
Items that may be reclassified subsequently to profit or loss	*將來或會重新列入損益的項目*			
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	因換算海外附屬公司財務報表及因換算組成集團於附屬公司之投資的貨幣項目所產生之匯兑差額		**4,203**	(1,225)
Items that will not be reclassified to profit or loss	*將來不會重新列入損益的項目*			
Actuarial gains and losses of defined benefit retirement plan	定額福利退休計劃之精算盈利及虧損		**9,043**	8,252
			13,246	7,027
Total comprehensive income for the year	**年度全面收益總額**		**27,097**	15,327
Attributable to:	**應佔如下：**			
Equity shareholders of the Company	本公司權益持有人		**32,445**	17,982
Non-controlling interests	非控股權益		**(5,348)**	(2,655)
Total comprehensive income for the year	**年度全面收益總額**		**27,097**	15,327

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION 綜合財務狀況表

At 31 December 2020
(Expressed in Hong Kong dollars)

於二零二零年十二月三十一日
（以港幣計算）

		Note 附註	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元
Non-current assets	**非流動資產**			
Property, plant and equipment	物業、機器及設備	11(a)	**348,409**	352,764
Investment properties	投資物業	11(a)	**116,882**	121,613
			465,291	474,377
Intangible assets	無形資產	12	**4,771**	4,771
			470,062	479,148
Current assets	**流動資產**			
Inventories	存貨	14	**56,709**	51,027
Trade and other receivables	應收貿易及其他賬項	15	**42,775**	51,399
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項	16	**16,829**	19,595
Amount due from a related company	應收關連公司賬項	16	**1,260**	1,492
Bank deposits	銀行存款	17	**43,770**	22,661
Cash and cash equivalents	現金及等同現金項目	17	**112,339**	106,732
			273,682	252,906
Current liabilities	**流動負債**			
Trade and other payables	應付貿易及其他賬項	18	**(83,027)**	(83,301)
Loans from related companies	關連公司之貸款	19	**(54,731)**	(51,115)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	16	**(9,418)**	(9,410)
Amounts due to related companies	應付關連公司賬項	16	**(12,975)**	(8,632)
Lease liabilities	租賃負債	22	**(11)**	(932)
Current tax payable	應付稅項	21	**—**	(894)
			(160,162)	(154,284)
Net current assets	**流動資產淨值**		**113,520**	98,622

CONSOLIDATED STATEMENT OF FINANCIAL POSITION 綜合財務狀況表

At 31 December 2020
(Expressed in Hong Kong dollars)

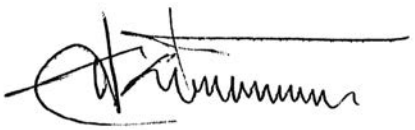
於二零二零年十二月三十一日
（以港幣計算）

		Note 附註	2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Total assets less current liabilities	**總資產減流動負債**		**583,582**	577,770
Non-current liabilities	**非流動負債**			
Loans from related companies	關連公司之貸款	19	**(38,158)**	(51,115)
Retirement benefit liabilities	退休福利負債	20(a)	**(2,378)**	(10,741)
Lease liabilities	租賃負債	22	**(35)**	—
			(40,571)	(61,856)
NET ASSETS	**資產淨值**		**543,011**	515,914
CAPITAL AND RESERVES	**股本及儲備**			
Share capital	股本	23(b)	**252,524**	252,524
Other reserves	其他儲備		**324,005**	291,560
Total equity attributable to equity shareholders of the Company	**本公司權益持有人應佔權益**		**576,529**	544,084
Non-controlling interests	非控股權益		**(33,518)**	(28,170)
TOTAL EQUITY	**權益總值**		**543,011**	515,914

Approved and authorised for issue by the board of directors on 1 March 2021.

經由董事會於二零二一年三月一日批准及授權刊發。





Ramon S. Ang
Director

蔡啓文
董事

Ramon G. Torralba
Director

杜華博
董事

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY 綜合權益變動表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
（以港幣計算）

			Attributable to equity shareholders of the Company 本公司權益持有人應佔部份						
		Note 附註	Share capital 股本 $'000 千元	Capital reserve 資本儲備 $'000 千元	Exchange fluctuation reserve 匯兑波動儲備 $'000 千元	Retained profits 收益儲備 $'000 千元	Sub-total 合計 $'000 千元	Non-controlling interests 非控股權益 $'000 千元	Total equity 權益總額 $'000 千元
Balance at 1 January 2019	**於二零一九年一月一日結餘**		252,524	112,970	76,304	84,304	526,102	(25,515)	500,587
Changes in equity for 2019:	**二零一九年權益變動：**								
Profit/(loss) for the year	年度盈利／（虧損）		—	—	—	11,583	11,583	(3,283)	8,300
Other comprehensive income	其他全面收益	9	—	—	(1,853)	8,252	6,399	628	7,027
Total comprehensive income for the year	年度全面收益總額		—	—	(1,853)	19,835	17,982	(2,655)	15,327
Balance at 31 December 2019 and 1 January 2020	**於二零一九年十二月三十一日及二零二零年一月一日**		252,524	112,970	74,451	104,139	544,084	(28,170)	515,914
Changes in equity for 2020:	**二零二零年權益變動：**								
Profit/(loss) for the year	年度盈利／（虧損）		**—**	**—**	**—**	**17,228**	**17,228**	**(3,377)**	**13,851**
Other comprehensive income	其他全面收益	9	**—**	**—**	**6,174**	**9,043**	**15,217**	**(1,971)**	**13,246**
Total comprehensive income for the year	年度全面收益總額		**—**	**—**	**6,174**	**26,271**	**32,445**	**(5,348)**	**27,097**
Balance at 31 December 2020	**於二零二零年十二月三十一日結餘**		**252,524**	**112,970**	**80,625**	**130,410**	**576,529**	**(33,518)**	**543,011**

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

CONSOLIDATED CASH FLOW STATEMENT 綜合現金流量表

For the year ended 31 December 2020
(Expressed in Hong Kong dollars)

截至二零二零年十二月三十一日止年度
（以港幣計算）

		Note 附註	2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Operating activities	**經營業務**			
Cash generated from operations	經營業務之現金流入	17(b)	**46,081**	37,397
Tax paid:	已付稅項：			
— Hong Kong Profits Tax paid	— 已付香港利得稅		**(874)**	—
Net cash generated from operating activities	**經營業務之現金流入淨額**		**45,207**	37,397
Investing activities	**投資活動**			
Payment for the purchase of non-current assets	添置非流動資產所付款項		**(13,630)**	(10,807)
Proceeds from disposal of non-current assets	出售非流動資產所得款項		**2,489**	2,229
(Increase)/decrease in bank deposits	銀行存款（增加）／減少		**(21,109)**	14,057
Interest received	已收利息		**1,287**	1,592
Net cash (used in)/generated from investing activities	**投資活動之現金（流出）／流入淨額**		**(30,963)**	7,071
Financing activities	**融資活動**			
Proceeds from new loans from related companies	關連公司新增貸款存入	17(c)	**3,854**	—
Repayment of loans from related companies	還款予關連公司之貸款	17(c)	**(12,719)**	(12,779)
Capital element of lease rentals paid	已付租賃的資本部份	17(c)	**(943)**	(1,085)
Interest element of lease rentals paid	已付租賃的利息部份	17(c)	**(15)**	(37)
Interest paid	已付利息	17(c)	**(2,238)**	(4,303)
Net cash used in financing activities	**融資活動之現金流出淨額**		**(12,061)**	(18,204)
Net increase in cash and cash equivalents	**現金及等同現金項目之淨額增加**		**2,183**	26,264
Cash and cash equivalents at 1 January	**於一月一日之現金及等同現金項目結存**	17(a)	**106,732**	81,091
Effect of foreign exchange rates changes	**匯率變動之影響**		**3,424**	(623)
Cash and cash equivalents at 31 December	**於十二月三十一日之現金及等同現金項目結存**	17(a)	**112,339**	106,732

The notes on pages 72 to 133 form part of these financial statements.

列於第72至133頁之各項附註為本財務報表之一部份。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies

(a) Statement of compliance

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

The HKICPA has issued certain amendments to HKFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 1(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2020 comprise the Company and its subsidiaries (together referred to as the "Group").

The measurement basis used in the preparation of the financial statements is the historical cost basis.

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

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

Judgements made by management in the application of HKFRSs that have significant effect on the financial statements and major sources of estimation uncertainty are discussed in note 2.

1 主要會計政策

(a) 遵守聲明

本財務報表乃根據所有適用之香港財務報告準則（「香港財務報告準則」）而編撰。「香港財務報告準則」一詞包括香港會計師公會頒佈之所有適用的個別香港財務報告準則、香港會計準則（「香港會計準則」）及詮釋、香港公認會計原則及香港《公司條例》之規定。該等財務報表亦遵守香港聯合交易所有限公司證券上市規則（「上市規則」）之適用披露規定。本集團採用之主要會計政策概要如下。

香港會計師公會已頒布若干經修訂之香港財務報告準則，並於本集團之本會計期間首次生效或可供提早採納。首次應用此等適用於本集團之新訂準則所引致於當期及以往會計期間之任何會計政策變動已於本財務報表內反映，有關資料載於附註1(c)。

(b) 編撰財務報表之準則

截至二零二零年十二月三十一日止年度之綜合財務報表包括本公司及其附屬公司（統稱為「本集團」）。

財務報表乃以歷史成本為編撰基準。

編撰符合香港財務報告準則的財務報表要求管理層作出會影響政策應用及資產、負債、收入與開支的報告數額的判斷、估計及假設的規定。估計及有關假設乃根據過往經驗及多個相信在有關情況下屬合理的其他因素而作出，其結果成為對在其他來源並不顯然易見的資產與負債賬面值作出判決的基礎。實際結果可能有異於該等估計。

估計及相關假設會持續檢討。對會計估計進行修訂時，若修訂只影響該期間，則修訂會在修訂估計的期間內確認；若修訂影響到當期及未來期間，則在修訂及未來期間確認。

就採用香港財務報告準則時所作出的判斷，以及作出對下一年度之財務報表構成重大調整風險之估計的討論內容載列於附註2。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(c) Changes in accounting policies

The HKICPA has issue a number of amendments to HKFRSs that are first effective for the current accounting period of the Group.

None of these developments have had a material effect on how the Group's results and financial position for current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

(d) Subsidiaries and non-controlling interests

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

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

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

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

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

1 主要會計政策（續）

(c) 會計政策的變動

香港會計師公會已頒佈多項對香港財務報告準則的修訂，並於本集團及本公司的今個會計期間首次生效。

採納該等修訂未有對本集團在本期及過往的業績及財務狀況構成重大財務影響。本集團並未採用任何於本期會計期間尚未生效的新準則或詮釋。

(d) 附屬公司及非控股權益

附屬公司是指由本集團控制的實體。當本集團因參與某實體而享有或有權享有浮動的回報，且具有通過其對該實體的控制影響這些回報的能力時，即控制了該實體。在評估本集團是否具有控制權時，僅考慮實質權利（由本集團及其他方持有）。

於附屬公司之投資由持有控制權開始併入綜合財務報表內，直至控制權終止為止。本集團內公司之間之結餘、交易及現金流量，以及交易所產生之任何未變現盈利，乃於編製綜合財務報表時悉數抵銷。如無減值證據，本集團內公司之間之交易而產生之未變現虧損，乃以未變現盈利相同之形式抵銷。

非控股權益是指非直接或間接歸屬於本公司的附屬公司權益，而本集團未與該權益持有者達成任何附加協議，致令集團整體上對該等權益產生符合財務負債定義的法定義務。對於每項企業合併，集團可選擇以公允價值或以其在附屬公司可辨認資產淨值的所佔比例確認非控股權益。

非控股權益在綜合財務狀況表內的股東權益列示，但與可歸屬於集團股東權益分開。非控股權益佔本集團年度內總盈利或虧損在綜合收益表以分配為非控股權益及可歸屬於本公司股東權益形式呈報。

本集團於附屬公司權益之變化但未引起控制權喪失的交易，按權益內部交易入賬，於合併權益項下之控股及非控股權益作出調整以反映相關權益變動，但不確認損益。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(d) Subsidiaries and non-controlling interests (Continued)

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

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 1(i)).

(e) Property, plant and equipment

The following items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses (see note 1(i)), with the exception of construction in progress which is stated at cost less any impairment losses (see note 1(i)):

— right-of-use assets arising from leases over leasehold properties when the Group is not the registered owner of the property interest; and

— items of plant and equipment including right-of-use assets arising from leases of underlying plant and equipment (see note 1(g)).

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

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

— Leasehold land is depreciated over the unexpired term of lease.

— Buildings situated on leasehold land are depreciated over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years.

— Machinery, equipment, furniture and fixtures 2 to 50 years

— Motor vehicles 5 to 7 years

No provision for depreciation is made on construction in progress until such time when the assets are substantially completed and ready for use.

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

1. 主要會計政策（續）

(d) 附屬公司及非控股權益（續）

如果本集團失去附屬公司之控制權，該項交易將按處置該附屬公司全部權益記錄，相關交易確認損益。任何本集團所保留之前附屬公司剩餘權益按喪失控制權日公允值確認，該值為金融資產初始確認之公允值，或為於聯營公司或共同控制實體之初始投資成本（如適用）。

在本公司之財務狀況表內，附屬公司權益以成本減減值虧損（見附註1(i)）列帳。

(e) 物業、機器及設備

除在建工程以成本減去減值虧損（見附註1(i)）列賬外，以下的物業、機器及設備按成本減累計折舊及減值虧損列賬（見附註1(i)）：

— 在本集團並非物業權益之註冊擁有人之情況下產生自租賃物業租賃之使用權資產；及

— 包括產生自相關機器及設備租賃之使用權資產之機器及設備項目（見附註1(g)）

報廢或出售物業、機器及設備項目之盈虧，乃出售所得款項淨額以及有關項目賬面值之差額，並於報廢或出售日在損益中確認。

折舊乃將物業、機器及設備成本減其估計剩餘價值（如有），在其下述估計可使用年期期間以直線法計算而撇銷：

— 分類為融資租賃下的土地於未屆滿租賃期間折舊。

— 在租賃土地上的物業於未屆滿租賃期及其估計可使用年期（不超過五十年）兩者中較短期間折舊。

— 機器、設備、傢俬及裝置 兩年至五十年

— 車輛 五年至七年

在建工程於資產完成及可投入使用前不會計提折舊。

當一項物業，機器及設備之各部份有不同的可使用年期，此項目各部份之成本將按合理基礎分配，而每部份將作個別折舊。本集團每年檢討資產之可使用年期及其剩餘價值（如有）。

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(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(f) Investment properties

Investment properties are land and buildings which are owned or held under a leasehold interest (see note 1(g)) to earn rental income and/or for capital appreciation.

Investment properties are stated at cost less accumulated depreciation and impairment losses (see note 1(i)(ii)). Depreciation is calculated to write off the cost of investment properties, less their estimated residual values, if any, using the straight-line method over the shorter of the unexpired term of lease and their estimated useful lives, being no more than 50 years.

Both the useful lives of the investment properties and their residual values, if any, are reviewed annually.

Rental income from investment properties is accounted for as described in note 1(r)(iii).

(g) Leased assets

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

Where the contract contains lease component and non-lease component, the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for short-term leases that have a lease term of 12 months or less and leases of low-value assets which, for the Group are primarily laptops and office furniture. When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. The lease payments associated with those leases which are not capitalised are recognised as an expense on a systematic basis over the lease term.

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is calculated using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and hence are charged to profit or loss in the accounting period in which they are incurred.

1. 主要會計政策（續）

(f) 投資物業

投資物業為賺取租金收入及／或為資本增值而擁有或根據租賃權益（見附註1(g)）持有的土地及房產。

投資物業按成本減累計折舊及減值虧損列賬（見附註1(i)(ii)）。折舊乃將投資物業成本減其剩餘價值（如有），在未屆滿租賃期及其估計可使用年期（不超過五十年）兩者中較短期間以直線法計算而撇銷。

投資物業的可使用年期及其剩餘價值（如有）均按年作出檢討。

投資物業的租金收入根據附註1(r)(iii)所述方式計算。

(g) 租賃資產

本集團於合約開始時評估合約是否屬於（或包含）租賃。倘合約為換取代價而轉移在一段時間內控制已識別資產使用之權利，則該合約屬於（或包含）租賃。倘客戶既有權指示已識別資產之使用又有權從使用已識別資產獲得絕大部分經濟利益，則控制權已告轉移。

對於包含租賃部分及非租賃部分之合約，本集團已選擇不將非租賃部分分開處理，而是就所有租賃將各租賃部分及任何相關之非租賃部分作為單一租賃部分入賬。

本集團於租賃開始日期確認使用權資產及租賃負債，惟租期為十二個月或以下之短期租賃或低價值資產（就本集團而言主要為手提電腦及辦公室傢俬）之租賃除外。當本集團就低價值資產訂立租賃時，本集團會按租賃之個別情況決定是否將租賃資本化。與該等並未資本化之租賃相關之租賃付款於租期內有系統地確認為開支。

在租賃資本化之情況下，租賃負債初步於租期內按應付租賃付款之現值確認，並使用租賃隱含之利率或（倘有關利率難以釐定）相關增量借款利率貼現。於初步確認後，租賃負債按攤銷成本計量，而利息支出使用實際利率法計算。計量租賃負債時不會計入並非視乎指數或利率而定之可變租賃付款，因此有關付款會於其產生之會計期間自損益扣除。

1 Significant accounting policies (Continued)

(g) Leased assets (Continued)

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability plus any lease payments made at or before the commencement date, and any initial direct costs incurred. Where applicable, the cost of the right-of-use assets also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, discounted to their present value, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see notes 1(e) and 1(i)(ii)).

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, or there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or there is a change arising from the reassessment of whether the Group will be reasonably certain to exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' and presents lease liabilities separately in the consolidated statement of financial position.

(h) Intangible assets

Intangible assets represent acquired trademarks and club debentures and are stated at cost less impairment losses (see note 1(i)(ii)).

These intangible assets are not amortised as their useful lives are assessed to be indefinite and are tested annually for impairment (see note 1(i)(ii)).

The conclusion that the useful life of an intangible asset is indefinite is reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assessment for that asset.

(i) Credit losses and impairment of assets

(i) Credit losses from financial instruments

The loss allowance is measured at an amount equal to lifetime expected credit losses (ECLs), which are those losses that are expected to occur over the expected life of the trade receivables and amounts due from holding companies, fellow subsidiaries and related companies (trade-related). The loss allowance is estimated based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic conditions at the reporting date.

1. 主要會計政策（續）

(g) 租賃資產（續）

於租賃資本化時確認之使用權資產初步按成本計量，其中包括租賃負債之初始金額加上於開始日期或之前作出之任何租賃付款以及任何已產生之初始直接成本。在適用情況下，使用權資產之成本亦包括拆卸並移除相關資產或修復相關資產或其所在場地之估計成本（折現至其現值）扣除任何已收取之租賃優惠。使用權資產其後按成本扣除累計折舊及減值虧損（見附註1(e)及1(i)(ii)）列賬。

倘指數或利率變動導致未來租賃付款有變，或本集團對預期根據剩餘價值擔保之應付金額所作之估計有變，或因本集團重新評估是否合理確定將行使購買、延長或終止選擇權而導致變動，則重新計量租賃負債。倘租賃負債在此等情況下重新計量，則對使用權資產之賬面值作相應調整，或（倘使用權資產之賬面值已減至零）將有關調整列入損益。

本集團將不符合投資物業定義之使用權資產呈列於「物業、機器及設備」，並於綜合財務狀況表獨立呈列租賃負債。

(h) 無形資產

商標及會所債權證以成本減去減值虧損列賬（見附註1(i)(ii)）。

該等無形資產並無攤銷，因為其可使用年期被評估為不確定及每年須作減值測試（見附註1(i)(ii)）。

無形資產之可使用年期不確定的結論須每年檢討以確定情況是否繼續支持該資產之不確定使用年期之評估結果。

(i) 信貸虧損及資產減值

(i) 財務工具衍生之信貸虧損

虧損撥備的計算金額等於終身預期信貸虧損，即應收貿易賬在預計年期內之預計虧損。虧損撥備之估量是基於一個以本集團的歷史信貸虧損經驗得出的撥備模型，並根據債務人特定因素作出調整，及於報告日評估當前及預測一般經濟狀況。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(i) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments (Continued)

ECLs are remeasured at each reporting date with any changes recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss with a corresponding adjustment to the carrying amount of trade receivables and amounts due from holding companies, fellow subsidiaries and related companies (trade-related) through a loss allowance account.

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

(ii) Impairment of other assets

Internal and external sources of information are reviewed at the end of each reporting period to identify indications that the following assets may be impaired or an impairment loss previously recognised no longer exists or may have decreased:

— Property, plant and equipment;

— Investment properties;

— Intangible assets; and

— Investments in subsidiaries in the Company's statement of financial position.

If any such indication exists, the asset's recoverable amount is estimated. In addition, for intangible assets that have indefinite useful lives, the recoverable amount is estimated annually whether or not there is any indication of impairment.

— Calculation of recoverable amount

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

— Recognition of impairment losses

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

1. 主要會計政策（續）

(i) 信貸虧損及資產減值（續）

(i) 財務工具衍生之信貸虧損（續）

預期信貸虧損在每個報告日期重新計量，任何變更均在損益中確認。本集團所確認的減值損益，均通過虧損撥備賬對應收貿易及其他應收款項的賬面值作出相應調整。

應收貿易賬或其他應收賬的賬面總額在沒有回收可能的情況下予以註銷（部分或全部）。這情況一般包括當債務人沒有可產生足夠現金流以償還註銷金額的資產或收入來源。

(ii) 其他資產減值

於每個結算日會檢討內部及外間資料，以識別下列資產是否已出現減值或之前已確認之減值是否已不存在或減少：

— 物業、機器及設備；

— 投資物業；

— 無形資產；及

— 於本公司財務狀況表的附屬公司權益。

倘若存在任何有關跡象，則會估計資產的可收回金額。此外，就沒有確實可使用年期的無形資產而言，本集團會每年估計其可收回金額，以確定是否有任何減值跡象。

— 計算可收回金額

資產之可收回金額為其售價淨額及使用價值兩者中之較高者。於評估使用價值時，會使用除稅前貼現率將估計的未來現金流量貼現至現值。該貼現率應是反映市場當時所評估之貨幣時間價值和該資產之獨有風險。倘資產並未能在大致獨立於其他資產下賺取現金流量，則就獨立賺取現金流量之最小組別資產（即賺取現金單位）來釐定可收回金額。

— 確認減值虧損

每當資產（或其所屬的現金產生單位）的賬面值超過其可收回金額，即會在收益表確認減值虧損。就賺取現金單位確認的減值虧損，會以減少單位（或該組單位）資產的賬面值按比例分配，惟資產賬面值不會減少至低於其本身的公允價值減銷售成本或使用價值（若能釐定）。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(i) Credit losses and impairment of assets (Continued)

(ii) Impairment of other assets (Continued)

— Reversals of impairment losses

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

A reversal of an impairment loss is limited to the asset's carrying amount that would have been determined had no impairment loss been recognised in prior years. Reversals of impairment losses are credited to profit or loss in the year in which the reversals are recognised.

(j) Inventories

Inventories are assets which are held for sale in the ordinary course of business, in the process of production for such sale or in the form of materials or supplies to be consumed in the production process or in the rendering of services.

Inventories are carried at the lower of cost and net realisable value.

Cost is calculated using the weighted average cost formula and comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

When inventories are sold, the carrying amount of those inventories is recognised as an expense in the period in which the related revenue is recognised.

The amount of any write-down of inventories to net realisable value and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories is recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

(k) Trade and other receivables

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

Receivables are stated at amortised cost using the effective interest method less allowance for credit losses (see note 1(i)(i)).

(l) Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method. Interest expense is recognised in accordance with the Group's accountings policy for borrowing costs (see note 1(t)).

1. 主要會計政策（續）

(i) 信貸虧損及資產減值（續）

(ii) 其他資產減值（續）

— 撥回減值虧損

倘用以釐訂可收回金額之估計出現好轉，則撥回減值虧損。

撥回之減值虧損僅限於倘過往年度並未確認減值虧損而釐訂之資產之賬面值。撥回之減值虧損乃於確認撥回之年度計入損益中。

(j) 存貨

存貨是指在日常業務過程中持有待售的資產、製造該待售資產過程中的半製成品，以及在生產過程或在提供服務時使用的材料和消耗品。

存貨乃按成本或可變現淨值兩者之較低者估值。

成本以加權平均成本法計算，並包括所有購買成本、加工成本及將存貨達致現時地點與狀況所產生之其他成本。

可變現淨值為日常業務之估計售價減估計完成成本及估計銷售成本。

於出售存貨時，該等存貨之賬面值會確認有關收益期間列作開支。

存貨撇減至可變現淨值之數額及所有存貨虧損均於撇減或虧損期間列作開支。因可變現淨值增加而需撥回的任何存貨減值會扣減轉回發生期間所確認的支出。

(k) 應收貿易及其他賬項

應收賬項在本集團有無條件接納代價之權利時確認。如果在支付該對價到期之前只需要經過一段時間，則獲得代價的權利是無條件的。

應收款項採用實際利率法減去信貸虧損撥備，按攤銷成本法入賬（見附註1(i)(i)）。

(l) 附息借款

附息借款最初按公允價值減交易費用確認。於確認後，附息借款將採用實際利率法按攤銷成本列值。利息開支乃根據本集團的借貸成本會計政策確認（見附註1(t)）。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(m) Trade and other payables

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

(n) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for expected credit losses ("ECL") in accordance with the policy set out in note 1(i)(i).

(o) Employee benefits

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

Salaries, annual bonuses, paid annual leave, contributions to defined contribution retirement plans and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees.

(ii) Defined benefit retirement plan obligations

The Group's net obligation in respect of defined benefit retirement plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine the present value and the fair value of any plan assets is deducted. The calculation is performed by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan.

Service cost and net interest expense or income on the net defined benefit liability or asset are recognised in profit or loss and allocated by function as part of "cost of sales", "selling and distribution expenses" or "administrative expenses". Current service cost is measured as the increase in the present value of the defined benefit obligation resulting from employee service in the current period. When the benefits of a plan are changed, or when a plan is curtailed, the portion of the changed benefit related to past service by employees, or the gain or loss on curtailment, is recognised as an expense in profit or loss at the earlier of when the plan amendment or curtailment occurs and when related restructuring costs or termination benefits are recognised. Net interest expense or income for the period is determined by applying the discount rate used to measure the defined benefit obligation at the beginning of the reporting period to the net defined benefit liability or asset. The discount rate is the yield at the end of the reporting period on high quality corporate bonds that have maturity dates approximating the terms of the Group's obligations.

1. 主要會計政策（續）

(m) 應付貿易及其他款項

應付貿易及其他款項最初按公允價值確認，其後則按攤銷成本列值，惟倘貼現影響不大，則按成本列值。

(n) 現金及等同現金項目

現金及等同現金項目指銀行結存、現金、銀行及其他財務機構之活期存款及短期流通性高之投資，而該等投資隨時可兑換成已知的現金金額且無重大變值風險，並為購入後三個月內到期之投資項目。現金及等同現金項目按附註1(i)(i)所示評估預計信貸虧損。

(o) 僱員福利

(i) 短期僱員福利及定額供款

退休計劃之供款薪金、年終花紅、有薪年假、定額供款退休計劃之供款及本集團所提供之非幣值福利均於本集團僱員提供有關服務之年度累計。

(ii) 定額福利退休計劃之承擔

本集團有關定額福利退休計劃的淨負債是按員工於現時及過往期間所提供的服務估計其賺取的未來收益計算；該福利以折現計算其現值並扣減任何計劃資產的公平價值。有關計算由合資格的精算師以預計單位貸記法進行。當計算結果對本集團帶來利益，已確認資產限於以任何公積金的未來退款或供款的扣減款項為形式的經濟利益現值。

定額福利負債或資產淨額的服務成本和利息支出或收入淨額在損益中確認，並按其作用劃撥為「銷售成本」、「銷售及分銷開支」或「行政開支」的一部分。現時服務成本是按照本期僱員的服務所產生的定額福利負債的現值增加額計量。當計劃的利益出現變動或計劃有所縮減時，與僱員過往提供服務有關的計劃變動部分或就縮減錄得的損益，會在計劃改變或縮減發生時或確認相關重組成本或辭退福利時（以較早者為準），於損益內確認為支出。期內利息支出或收入淨額是將在報告期初計量定額福利負債所採用的折現率應用於定額福利負債或資產淨額而釐定。所用的折現率是根據結算日與本集團所承擔負債期限相若的優質企業債券於報告期末的收益率釐定。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(o) Employee benefits (Continued)

(iii) Termination benefits (Continued)

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

(p) Income tax

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

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

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

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

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

1. 主要會計政策（續）

(o) 僱員福利（續）

(iii) 終止僱傭福利（續）

終止僱傭福利為當本集團撤銷這些福利的提議或當它確認為重組成本包括支付終止補償時確認（以較早者為準）。

(p) 所得稅

本年度之所得稅包括本期稅項及遞延稅項資產及負債之變動。本期稅項及遞延稅項資產及負債之變動均在損益中確認，惟若涉及於其他全面收益或直接於權益中確認的項目，則分別在其他全面收益或權益中確認。

本期稅項乃根據本年度應課稅收入，採用於結算日所訂定或大致訂定之稅率計算之預期應付稅項，並就過往年度之應付稅項作出任何調整。

遞延稅項資產及負債乃分別來自資產及負債項目於財務報表內之賬面值及其稅基所產生之可扣減或應課稅之暫時差異。遞延稅項資產亦可由尚未動用之稅務虧損及尚未動用之稅收抵免所產生。

除若干有限之例外情況，所有遞延稅項負債及遞延稅項資產（以資產有可能用於抵銷未來應課稅溢利者為限）均會予以確認。能支持可確認由可扣稅暫時差額產生之遞延稅項資產之未來應課稅溢利，包括因撥回現有應課稅暫時差額而產生之可扣稅暫時差額，惟該等差額須與同一稅務機關及相同應課稅實體有關，並預期於預期撥回可扣稅暫時差額，或可轉回或結轉遞延稅項資產所產生之稅項虧損之同一期間內撥回。於釐定現時應課稅暫時差額可否支持確認未動用稅項虧損及抵免所產生之遞延稅項資產時亦採用相同準則，即該等差額與同一稅務機關及相同應課稅實體有關，並預期可於動用稅項虧損或抵免之某段期間（一段或多段）內撥回，則會予以計入。

確認遞延稅項資產及負債之少數例外情況，為與從商譽產生不可扣減稅項，及最初確認並無影響會計及應課稅溢利之資產或負債（惟並非業務合併之一部份）產生之暫時差額有關，而就於附屬公司之投資有關之暫時差額，就應課稅差額而言為本集團可控制撥回時間，及於可見將來將不可能撥回差額為限，或就可扣除差額而言則須以可能於未來撥回者為限。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(p) Income tax (Continued)

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

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

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

— in the case of current tax assets and liabilities, the Company or the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously; or

— in the case of deferred tax assets and liabilities, if they relate to income taxes levied by the same taxation authority on either:

  — the same taxable entity; or

  — different taxable entities, which, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered, intend to realise the current tax assets and settle the current tax liabilities on a net basis or realise and settle simultaneously.

(q) Provisions and contingent liabilities

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

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

1. 主要會計政策（續）

(p) 所得稅（續）

遞延稅項之確認金額乃按資產及負債之賬面值之預期變現或支付形式，採用於結算日所訂定或大致上訂定之稅率計算。遞延稅項資產及負債並不用貼現。

遞延稅項資產之賬面值乃於各結算日進行審閱，而倘若不再可能有足夠之應課稅溢利以供扣減有關稅項得益，則遞延稅項資產會予以減少。該削減金額可在有足夠應課稅溢利有可能出現時撥回。

本期及遞延所得稅結餘和其變動額會分開列示，並且不予抵銷。本期和遞延所得稅資產只會在本公司或本集團有法定行使權以本期所得稅資產抵銷本期所得稅負債，並且符合以下附帶條件的情況下，才可以分別抵銷本期和遞延所得稅負債：

— 本期所得稅資產和負債：本公司或本集團計劃按淨額基準結算，或同時變現該資產和清償該負債；或

— 遞延所得稅資產和負債：這些資產和負債必須與同一稅務機關就以下其中一項徵收的所得稅有關：

  — 同一應課稅機構；或

  — 不同的應課稅機構。這些實體計劃在預期有大額遞延所得稅負債需要清償或遞延所得稅資產可以收回的每個未來期間，按淨額基準實現本期所得稅資產和清償本期所得稅負債，或同時變現該資產和清償該負債。

(q) 撥備及或然負債

如果本公司或本集團須就已發生的事件承擔法律或推定義務，因而預期會導致含有經濟效益的資源外流，在可以作出可靠的估計時，本公司或本集團便會就該時間或數額不定的負債計提準備。如果貨幣時間值重大，則按預計所需支出的現值計列撥備。

如果含有經濟效益的資源外流的可能性較低，或是無法對有關數額作出可靠的估計，便會將該義務披露為或然負債，但資源外流的可能性極低則除外。如果本集團的義務須視乎某宗或多宗未來事件是否發生才能確定是否存在，亦會披露為或有負債，但資源外流的可能性極低則除外。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(r) Revenue and other income

Income is classified by the Group as revenue when it arises from the sale of goods or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

Revenue is recognised when control over a product is transferred to the customer, or the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax and consumption tax and is after deduction of any trade discounts.

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

(i) Sale of goods

Revenue is recognised when goods are delivered at the customers' premises or picked up by customers for domestic sales and when goods are on board vessels for export sales which is taken to be the point in time when the customer has accepted the goods and obtained the control of the goods.

(ii) Interest income

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

(iii) Rental income from operating leases

Rental income receivable under operating leases is recognised in profit or loss in equal instalments over the periods covered by the lease term. Lease incentives granted are recognised in profit or loss as an integral part of the aggregate net lease payments receivable.

(iv) Governments grants

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

(s) Translation of foreign currencies

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's subsidiaries are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Hong Kong dollars, which is the Company's functional and presentation currency.

1. 主要會計政策（續）

(r) 收入及其他收益

於本集團的日常業務過程中，本集團按其出售貨品或其他人以租賃方式使用本集團的資產所產生的收益，均歸類為收入。

當產品的控制權轉移予客戶，或承租人有權使用該資產時，按照本集團預期有權獲得的承諾對價金額確認收入，不包括代表第三方收取的金額。收入不包括增值税和消費税，並扣除任何貿易折扣。

有關本集團收入及其他收益確認政策進一步詳述如下：

(i) 銷貨收入

銷貨收入在本地銷售而言乃於貨品被送到顧客的經營場所或被提取，在出口銷售而言乃於貨品已被裝船，即顧客接受貨品並已獲取貨品的控制權。

(ii) 利息收入

利息收入乃按實際利率法計算。

(iii) 經營租賃而應收之租金收入

根據經營租賃而應收之租金收入，乃以等額於租約所涵蓋之會計期間確認。授出租賃激勵措施乃作為所收的整體淨租賃款額的一部份在損益中確認。

(iv) 政府補助

倘有合理保證本集團將可收取該政府補助，以及將遵守收取該補助之附帶條件，則該補助最初會在財務狀況表中確認。抵償本集團支出的政府補助，則在發生當期有系統地在損益中確認為收益。

(s) 外幣兑換

(i) 功能貨幣及呈報貨幣

本集團各附屬公司之財務報表所包括之項目，乃按該附屬公司經營所在之主要經濟環境之貨幣（「功能貨幣」）計量。綜合財務報表以港元呈列，而港元為本公司之功能及呈報貨幣。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(s) Translation of foreign currencies (Continued)

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

Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the foreign exchange rates ruling at the transaction dates.

The results of operations outside Hong Kong are translated into Hong Kong dollars at the foreign exchange rates approximating the foreign exchange rates ruling at the dates of the transactions. Statement of financial position items are translated into Hong Kong dollars at the closing foreign exchange rates at the end of the reporting period. The resulting exchange differences are recognised in other comprehensive income and accumulated separately in equity in the exchange fluctuation reserve.

On disposal of an operation outside Hong Kong, the cumulative amount of the exchange differences relating to that operation is reclassified from equity to profit or loss when the profit or loss on disposal is recognised.

Foreign exchange gains and losses arising from monetary items that in substance form part of the net investment in an operation outside Hong Kong, together with any related tax, are reclassified to equity on consolidation.

(t) Borrowing costs

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

(u) Related parties

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

(1) has control or joint control over the Group;

(2) has significant influence over the Group; or

(3) is a member of the key management personnel of the Group or the Group's parent.

1. 主要會計政策（續）

(s) 外幣兑換（續）

(ii) 年內以外幣進行之交易，均以交易日之外幣匯率換算。以外幣結算之貨幣資產及負債，則以結算日之外幣匯率換算。匯兑損益乃計入損益中。

以外幣按歷史成本計價的非貨幣資產及負債用交易日的外幣匯兑率進行折算。

香港以外業務的業績乃按與交易日的匯率相若的匯率換算為港幣。財務狀況表的項目按結算日的匯率換算為港幣。所產生的匯兑差額直接在權益個別部份內確認。

當出售香港以外業務時，與該業務有關而確認於盈利或虧損時的累計匯兑差額會從權益改列為盈利或虧損。

貨幣項目產生的外幣匯兑損益（實則屬於香港以外投資的一部份）與相關之稅項應於合併時重新分類並由損益撥入股東權益。

(t) 借貸成本

因收購、建造或生產合資格資產（即必須耗用一段頗長時間方可作擬定用途或銷售之資產）而直接應佔之借貸成本均撥作該等資產之部份成本。其他借貸成本均在產生的期間列作開支。

(u) 關連人士

(i) 個別人士，或其直系親屬的成員被認為是本集團關連人士，倘若該個別人士：

(1) 控制或共同控制本集團；

(2) 對本集團有重大影響力；或

(3) 為本集團或本集團母公司主要管理人員成員之一。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

1 Significant accounting policies (Continued)

(u) Related parties (Continued)

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

(1) The entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

(2) 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).

(3) Both entities are joint ventures of the same third party.

(4) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

(5) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.

(6) The entity is controlled or jointly controlled by a person identified in (i).

(7) A person identified in (i)(1) 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).

(8) The entity or any member of a group of which it is a part provides key management personnel services to the Group or to the Group's parent.

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

(v) Segment reporting

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

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

1 主要會計政策（續）

(u) 關連人士（續）

(ii) 一個實體如符合任何下列條件，則被認為是本集團關連人士：

(1) 該實體和本集團是同一集團的成員（這意味著每間母公司，附屬公司及同系附屬公司是關連的）。

(2) 一個實體是另一實體的聯營公司或合資企業（或一個實體為某一集團成員的聯營公司或合資企業，而另一實體為同一集團之成員）。

(3) 兩個實體同為第三方的合資企業。

(4) 一個實體是第三個實體的合資企業，而另一個實體為第三個實體的聯營公司。

(5) 該實體乃指提供予本集團或與本集團有關連人士的實體的僱員離職後福利計劃。

(6) 該實體受上文(i)所指的人士控制或共同控制。

(7) 上文(i)(1)所指的個別人士對該實體有重大影響力或為該實體（或該實體母公司）主要管理人員成員之一。

(8) 向本集團或本集團母公司提供主要管理成員服務之實體或其所屬集團之任何成員公司。

個別人士的直系親屬成員乃指該親屬成員在與整體交易時可能影響或被影響的親屬成員。

(v) 分部資料呈報

經營分部及於財務報表內呈報的各分部項目金額自定期提供予本集團最高行政管理人員就資源分配及評估本集團的業務及按資產所在地分類之地理位置的表現的財務資料中識別出來。

就財務呈報而言，除非分部具備相似的經濟特徵及在產品及服務性質、生產工序性質、客戶類型或類別、用作分配產品或提供服務的方法及監管環境的性質方面相似，否則各個重大經營分部不會進行合算。個別非重大的經營分部，如果符合上述大部分標準，則可進行合算。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

2 Key accounting judgements and estimates

Impairment of non-current assets

The Group reviews the carrying amounts of non-current assets at each reporting date to determine whether there is objective evidence of impairment. When indicators of impairment is identified, management determines the recoverable amounts of respective assets. The recoverable amount is the greater of its fair value less costs of disposal and value in use. In determining the fair value less costs of disposal, management refer to the observable market prices for similar assets. In determining the value in use, expected cash flows generated by the asset are discounted to their present value, which requires significant judgement relating to the revenue forecasts and estimations of future discounts, future variable costs and fixed costs as well as future inflation and long-term growth rates. The Group uses all readily available information in determining an amount that is a reasonable approximation of the recoverable amount. When the recoverable amount is lower than the carrying amount, an impairment loss is recognised in profit or loss. However, any change in the assumptions adopted in the cash flow forecasts would increase or decrease the provision for impairment loss and affect the Group's financial position. Details of the nature and carrying amounts of non-current assets are disclosed in notes 11 and 12.

2 主要會計估計及判斷

非流動資產之減值

本集團於各報告日期檢討非流動資產的賬面值，以確定是否存在減值的客觀證據。當減值指標確定後，管理層確定各自資產的可收回金額。可收回金額為淨出售價與使用價值兩者的較高者。於釐定淨出售價時，管理層會參考相類資產的可觀察市場價格。於釐定使用價值時，由使用資產產生的預期現金流需貼現至現值。過程中涉及對收入預測及將來折扣、變動成本、固定成本及將來通脹與長期增長的重大估算。本集團運用所有可用資料以確定可收回金額的合理概算。當可收回金額低於賬面值時，減值虧損於損益確認。然而，在現金流量估計中所採用假設的任何變動將增加或減少減值準備虧損，並影響本集團的財務狀況。非流動資產的性質和賬面值詳情分別於附註11及12中披露。

3 Revenue and segment reporting

(a) Revenue

The principal activities of the Group are the manufacture and distribution of bottled, canned and draught beers.

Revenue represents the invoiced value of products sold, net of discounts, returns, value added tax and consumption tax.

The Group has applied the practical expedient in paragraph 121 of HKFRS 15 to revenue such that the information does not include information about revenue that the Group will be entitled to when it satisfies the remaining performance obligations under the contracts that had an original expected duration of one year or less.

(b) Segment reporting

The Group manages its businesses by geography. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following two reportable segments:

— The Hong Kong operations mainly comprise the manufacture and distribution of own brewed beer products and distribution of imported beer products in Hong Kong and overseas.

— The Mainland China operations mainly comprise the manufacture and distribution of own brewed beer products in the southern part of the People's Republic of China ("PRC") and overseas.

All of the Group's revenue is generated from the manufacture and distribution of bottled, canned and draught beers.

3 收入及分部資料呈報

(a) 收入

本集團之主要業務為製造及分銷樽裝、罐裝及桶裝啤酒。

收入指所出售產品之發票總值扣除折扣，退回，增值稅及商品稅。

由於本集團已對其收入應用香港財務報告準則第15號第121段之實際權宜方法，因此上述資料並不包括有關倘本集團根據原預期年期為一年或以下達成剩餘履約責任將有權收取之收入之資料。

(b) 分部資料呈報

本集團按地區管理其業務。為與內部呈報資料給本集團最高層行政管理人員以便分配資源及評估表現貫徹一致，本集團已呈報下列兩個須予呈報分部：

— 香港業務主要包括在香港及海外分銷自身釀製之啤酒產品和分銷進口之啤酒產品。

— 中國內地業務主要包括在中華人民共和國（「中國」）南部及海外分銷自身釀製之啤酒產品。

本集團之收入全部來自製造及分銷樽裝、罐裝及桶裝啤酒。

3 Revenue and segment reporting (Continued)

(b) Segment reporting (Continued)

(i) Segment results, assets and liabilities

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitors the results, assets and liabilities attributable to each reportable segment on the following bases:

Segment assets include all tangible assets, intangible assets and current assets. Segment liabilities include trade creditors and accruals attributable to the manufacture and distribution activities of the individual segments and retirement benefit liabilities managed directly by the segment and other current liabilities with the exception of deferred tax liabilities.

The measure used for reportable segment profit or loss is "adjusted EBIT" i.e. "adjusted earnings before interest and taxes", where "interest" is regarded as including interest income from bank deposits and interest expense on loan from an intermediate holding company. To arrive at adjusted EBIT the Group's earnings are further adjusted for items not specifically attributed to individual segments, such as net foreign exchange losses. Inter-segment sales are priced at cost plus a profit margin.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 1.

3 收入及分部資料呈報（續）

(b) 分部資料呈報（續）

(i) 分部業績、資產及負債

就評價分部表現及分配分部資源，本集團之高層行政管理人員乃按以下基礎監察各須予呈報分部應佔之業績、資產及負債：

分部資產包括所有有形資產、無形資產及流動資產。分部負債包括各分部製造及分銷活動應佔的應付貿易賬項及計提費用、分部直接管理的退休福利負債以及其他流動負債，惟遞延稅項負債除外。

計算須予呈報盈利或虧損所採用之方法為「調整後息稅前利潤」即「調整後利息及稅項前之利潤」。利息包括銀行存款利息收入及中介控股公司貸款利息支出。非明確關於個別分部的項目如匯兑淨虧損會經調整後去計算「調整後息稅前利潤」。分部之間的銷售是以成本加邊際利潤作定價。

須予呈報分部之會計政策與附註1所述之本集團會計政策相同。

3 Revenue and segment reporting (Continued)

(b) Segment reporting (Continued)

(i) Segment results, assets and liabilities (Continued)

Information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance for the years ended 31 December 2020 and 2019 is set out below:

3 收入及分部資料呈報（續）

(b) 分部資料呈報（續）

(i) 分部業績、資產及負債（續）

截至二零二零年及二零一九年十二月三十一日止，有關提供予本集團最高層行政管理人員以分配資源及評價分部表現之資料載列如下：

		Hong Kong 香港		Mainland China 中國內地		Total 總數	
		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元
Revenue from external customers	外界客戶收入	**365,924**	384,663	**189,734**	195,387	**555,658**	580,050
Inter-segment revenue	分部間收入	**179**	327	**—**	—	**179**	327
Reportable segment revenue	**須予呈報分部收入**	**366,103**	384,990	**189,734**	195,387	**555,837**	580,377
Reportable segment profit/(loss) from operations (adjusted EBIT)	**須予呈報分部經營盈利／(虧損)(經調整稅前息前盈利)**	**14,176**	(1,989)	**797**	7,780	**14,973**	5,791
Interest income from bank deposits	銀行存款利息收入	**621**	1,252	**566**	325	**1,187**	1,577
Interest expense on loans	貸款利息開支	**(2,238)**	(4,303)	**—**	—	**(2,238)**	(4,303)
Depreciation and amortisation for the year	年內折舊及攤銷	**(20,733)**	(20,270)	**(2,423)**	(3,801)	**(23,156)**	(24,071)
(Provision for)/reversal of impairment losses of trade and other receivables	貿易及其他應收賬之(減值虧損撥備)／減值虧損撥回	**(1,085)**	(1)	**(5)**	5	**(1,090)**	4
Reportable segment assets	**須予呈報分部資產**	**995,898**	997,973	**129,577**	117,848	**1,125,475**	1,115,821
Additions to non-current segment assets during the year	年內非流動分部資產增加	**7,195**	7,275	**6,492**	3,532	**13,687**	10,807
Reportable segment liabilities	**須予呈報分部負債**	**145,931**	170,940	**436,533**	428,967	**582,464**	599,907

3 Revenue and segment reporting (Continued)

(b) Segment reporting (Continued)

(ii) Reconciliation of reportable segment revenue, profit or loss, assets and liabilities

3 收入及分部資料呈報（續）

(b) 分部資料呈報（續）

(ii) 須予呈報分部收入、損益、資產及負債之對賬

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Revenue	**收入**		
Reportable segment revenue	須予呈報分部收入	**555,837**	580,377
Elimination of inter-segment revenue	分部之間收入撇銷	**(179)**	(327)
Consolidated revenue	綜合收入	**555,658**	580,050
Profit	**盈利**		
Reportable segment profit from operations	須予呈報分部經營盈利	**14,973**	5,791
Interest income from bank deposits	銀行存款之利息收入	**1,187**	1,577
Net foreign exchange (losses)/gains	匯兑淨（虧損）／收益	**(1,360)**	282
Interest on lease liabilities	租賃負債利息支出	**(15)**	(37)
Interest expense on loans from related companies	關連公司貸款利息支出	**(2,238)**	(4,303)
Consolidated profit before taxation	綜合除税前盈利	**12,547**	3,310
Assets	**資產**		
Reportable segment assets	須予呈報分部資產	**1,125,475**	1,115,821
Elimination of inter-segment receivables	分部之間應收賬項撇銷	**(381,731)**	(383,767)
Consolidated total assets	綜合總資產	**743,744**	732,054
Liabilities	**負債**		
Reportable segment liabilities	須予呈報分部負債	**582,464**	599,907
Elimination of inter-segment payables	分部之間應付賬項撇銷	**(381,731)**	(383,767)
Consolidated total liabilities	綜合總負債	**200,733**	216,140

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(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

3 Revenue and segment reporting (Continued)

(b) Segment reporting (Continued)

(iii) Geographic information

The following table sets out information about the geographic location of (i) the Group's revenue from external customers and (ii) the Group's non-current assets ("specified non-current assets"). The geographic location of customers is based on the country of establishment of each customer. The geographic location of the specified non current assets is based on the physical location of the assets, in the case of property, plant and equipment and investment properties and the location of the operation to which they are allocated, in the case of intangible assets.

3 收入及分部資料呈報（續）

(b) 分部資料呈報（續）

(iii) 地區資料

下表載列有關(i)本集團外界客戶收入及(ii)本集團非流動資產（「指定非流動資產」）之地理位置資料。客戶之地理位置是根據每名客戶成立地點所在國家而定。指定非流動資產之地理位置是根據資產之實際位置（倘屬物業、機器及設備、投資物業及租賃土地權益）及獲劃撥有關資產之營運地點（倘屬無形資產）而定。

		Revenue from external customers 外界客戶收入		Specified non-current assets 指定非流動資產	
		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元
Hong Kong (place of domicile)	香港（成立地點）	**251,223**	267,792	**434,622**	448,158
Mainland China	中國內地	**83,602**	93,693	**35,440**	30,990
Philippines	菲律賓	**212,511**	210,663	**—**	—
Others	其他國家	**8,322**	7,902	**—**	—
		304,435	312,258	**35,440**	30,990
		555,658	580,050	**470,062**	479,148

(c) Major customers

The Group's customer base is diversified and includes one customer (2019: one customer), with whom transactions have exceeded 10% of the Group's revenues. Revenue from sales to these customers during the report period are set out as below.

(c) 主要客戶

本集團擁有多元化之客戶基礎，其中與一位（二零一九年：一位）客戶的交易佔集團收入超過10%。以下為該等客戶於本年度與本集團的交易之詳情。

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Largest customer (arose from both Hong Kong and the Mainland China segments) — Percentage of total revenue	佔比最大客戶（源於香港及中國內地分部）— 佔集團收入百份比	**212,732 38%**	210,749 36%

Details of concentration of credit risk arising from these customers are set out in note 24(a).

來自該等客戶之詳細信貸風險載於附註24(a)。

4 Other net income

4 其他收益淨額

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Rental income from investment properties	投資物業的租金收入	**24,517**	23,706
Interest income from bank deposits	銀行存款之利息收入	**1,187**	1,577
Net gain on disposal of non-current assets	出售非流動資產之淨盈利	**899**	913
Net foreign exchange (losses)/gains	匯兑淨（虧損）／收益	**(1,360)**	282
Government subsidies (note)	政府補助（備註）	**15,109**	—
Others	其他	**370**	494
		40,722	26,972

Note: In 2020, the Group successfully applied for funding support from the Employment Support Scheme under the Anti-epidemic Fund, set up by the Hong Kong Government. The purpose of the funding is to provide financial support to enterprises to retain their employees who would otherwise be made redundant. Under the terms of the grant, the Group is required not to make redundancies during the subsidy period and to spend all the funding on paying wages to the employees.

備註： 於二零二零年，本集團從香港政府設立的防疫抗疫基金的「保就業」計劃中成功申請資助。該資助的目的是為企業提供財務支援，以保留可能會被遣散的僱員。根據補助金的條款，本集團被要求在補貼期間不得裁員，並將所有資助用於支付員工工資。

5 Profit before taxation

5 除稅前盈利

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

除稅前盈利已扣除／（計入）下列項目：

				2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
(a)	**Finance costs**	**(a)**	**財務費用**		
	Interest expense on loans from related companies (note 17(c))		關連公司貸款利息支出（附註17(c)）	**2,238**	4,303
	Interest on lease liabilities (note 17(c))		租賃負債利息支出（附註17(c)）	**15**	37
	Bank charges		銀行費用	**120**	138
				2,373	4,478
(b)	**Staff costs**	**(b)**	**員工薪酬**		
	Retirement costs		退休金成本		
	— Defined contribution retirement plans		— 定額供款退休計劃	**4,130**	6,199
	— Defined benefit retirement plan (note 20(a)(v))		— 定額福利退休計劃（附註20(a)(v)）	**4,681**	5,263
				8,811	11,462
	Severance payment (note 13(ii))		遣散費（附註13(ii)）	**10,894**	—
	Salaries, wages and other benefits		薪金、工資及其他福利	**121,179**	122,952
				140,884	134,414

5 Profit before taxation (Continued)

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

5 除稅前盈利（續）

除稅前盈利已扣除／（計入）下列項目：（續）

				2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
(c)	Other items	(c)	其他項目		
	Depreciation		折舊		
	— Property, plant and equipment (note 11(a))		— 物業、機器及設備（附註11(a)）	**18,425**	19,332
	— Investment properties (note 11(a))		— 投資物業（附註11(a)）	**4,731**	4,739
	Cost of inventories (note 14)		存貨成本（附註14）	**309,672**	318,340
	Expense relating to short-term leases and other leases with remaining lease term ending on or before 31 December 2019 (note 17(d))		短期租賃及租賃期於二零一九年十二月三十一日前完結的租賃的相關支出（附註17(d)）	**801**	830
	Rental receivable from investment properties less direct outgoings of $7,922,000 (2019: $7,860,000)		投資物業之租金收入扣除直接費用7,922,000元（二零一九年：7,860,000元）	**(16,595)**	(15,846)
	Auditors' remuneration		核數師酬金	**3,301**	3,306
	Net provision for/(reversal of) impairment of trade and other receivables (note 24(a))		應收貿易及其他賬款之減值撥備／（回撥）（附註24(a)）	**1,090**	(4)

6 Income tax in the consolidated income statement

6 綜合收益表之所得稅

(a) Taxation in the consolidated income statement represents:

(a) 綜合收益表之所得稅指：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Current tax — Hong Kong Profits Tax	**本期稅項 — 香港利得稅**		
Provision for the year	本年度撥備	**—**	601
Over-provision in prior year	上年度超額撥備	**(20)**	(20)
		(20)	581
Deferred tax (note 21)	**遞延稅項（附註21）**		
Origination and reversal of temporary differences	暫時差額之出現及撥回	**(1,284)**	(5,571)
Income tax credit	所得稅計入	**(1,304)**	(4,990)

No provision for Hong Kong Profits Tax in 2020 has been made for the Group because the accumulated tax losses brought forward exceed the estimated assessable profits for the year. The provision for Hong Kong Profits Tax for 2019 was calculated at 8.25% for the first $2 million of assessable profits and the remaining assessable profits were taxed at 16.5%.

本集團由於承前累計稅項虧損超逾本年度估計應課稅盈利，故本年度無就香港利得稅作出撥備。二零一九年香港利得稅撥備按年內估計應課稅利潤的首二百萬港元按8.25%的稅率徵稅，其餘應課稅利潤按16.5%的稅率徵稅。

The statutory tax rate applicable to the subsidiaries established in the People's Republic of China ("PRC") was 25% (2019: 25%). No provision for current taxation has been made for the subsidiaries established in the PRC because the accumulated tax losses brought forward exceed the estimated assessable profits for the year or the entities sustained losses for taxation purposes.

於中國成立的附屬公司的法定稅率為25%（二零一九年：25%）。於中國成立的附屬公司由於其承前累計稅項虧損超逾本年度估計應課稅盈利或錄得稅務虧損，故並無就本年度稅項作出撥備。

(b) Reconciliation between income tax credit and accounting profit at applicable tax rates:

(b) 按適用稅率計算的所得稅計入與會計盈利之對賬：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Profit before taxation	除稅前盈利	**12,547**	3,310
Notional tax on profit before taxation calculated at the rates applicable to the tax jurisdictions concerned	按有關稅項司法權區之適用稅率就除稅前盈利計算之估計稅項	**1,984**	398
Tax effect of non-deductible expenses	不可扣除開支之稅項影響	**1,576**	2,094
Tax effect of non-taxable revenue	非課稅收入之稅項影響	**(2,616)**	(208)
Tax effect of contributions to retirement benefit plans	退休福利計劃供款之稅項影響	**420**	355
Tax effect of tax losses not recognised for deferred tax purposes	未確認遞延稅項之稅項虧損	**7,150**	2,927
Tax effect of previously unrecognised tax losses utilised this year	本年度使用未確認稅務虧損之稅項影響	**(4,692)**	(5,571)
Tax effect of temporary differences not recognised for deferred tax purposes	未確認遞延稅項的暫時性差異之稅項影響	**(5,106)**	(4,965)
Over-provision in prior years	上年度超額撥備	**(20)**	(20)
Actual tax credit	實際稅項計入	**(1,304)**	(4,990)

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(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

7 Directors' emoluments

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

7 董事酬金

根據香港公司條例第383(1)條及《公司（披露董事利益資料）規例》第2部之規定而披露之董事酬金如下：

		2020 二零二零年				
		Directors' fees 董事袍金 $'000 千元	Salaries, allowances and benefits in kind 薪金、津貼及實物津貼 $'000 千元	Discretionary bonuses 酌情花紅 $'000 千元	Retirement scheme contributions 退休計劃供款 $'000 千元	Total 總額 $'000 千元
Executive director	**執行董事**					
Ramon G. Torralba	杜華博	—	**2,745**	—	—	**2,745**
Non-executive directors	**非執行董事**					
Ramon S. Ang	蔡啓文	—	—	—	—	—
Carlos Antonio M. Berba	凱顧思	—	—	—	—	—
May (Michelle) W. M, Chan	陳雲美	—	—	—	—	—
Roberto N. Huang	黃思民	—	—	—	—	—
Fumiaki Ozawa	小澤史晃	—	—	—	—	—
Kenji Uchiyama	內山建二	—	—	—	—	—
Tomoki Yamauchi	山內智樹	—	—	—	—	—
Independent non-executive directors	**獨立非執行董事**					
Alonzo Q. Ancheta	Alonzo Q. Ancheta	—	—	—	—	—
David K.P. Li	李國寶	—	—	—	—	—
Reynato S. Puno	Reynato S. Puno	—	—	—	—	—
Carmelo L. Santiago	施雅高	—	—	—	—	—
Sum Li (appointed on 1 September 2020)	李深（於二零二零年九月一日獲委任）	—	—	—	—	—
William C. M. Cheng (resigned on 1 September 2020)	鄭則民（於二零二零年九月一日辭任）	—	—	—	—	—
		—	**2,745**	**—**	**—**	**2,745**

7 Directors' emoluments (Continued)

7 董事酬金（續）

		2019 二零一九年				
		Directors' fees 董事袍金 $'000 千元	Salaries, allowances and benefits in kind 薪金、津貼及實物津貼 $'000 千元	Discretionary bonuses 酌情花紅 $'000 千元	Retirement scheme contributions 退休計劃供款 $'000 千元	Total 總額 $'000 千元
Executive director	**執行董事**					
Ramon G. Torralba	杜華博	—	2,773	—	—	2,773
Non-executive directors	**非執行董事**					
Ramon S. Ang	蔡啓文	—	—	—	—	—
Carlos Antonio M. Berba	凱顧思	—	—	—	—	—
May (Michelle) W. M, Chan	陳雲美	—	—	—	—	—
Roberto N. Huang	黃思民	—	—	—	—	—
Fumiaki Ozawa	小澤史晃	—	—	—	—	—
Kenji Uchiyama	內山建二	—	—	—	—	—
Tomoki Yamauchi	山內智樹	—	—	—	—	—
Independent non-executive directors	**獨立非執行董事**					
Alonzo Q. Ancheta	Alonzo Q. Ancheta	—	—	—	—	—
David K.P. Li	李國寶	—	—	—	—	—
Reynato S. Puno	Reynato S. Puno	—	—	—	—	—
Carmelo L. Santiago	施雅高	—	—	—	—	—
William C. M. Cheng	鄭則民	—	—	—	—	—
		—	2,773	—	—	2,773

The executive director waived his entitlement to his director's fees. All of the non-executive directors and independent non-executive directors waived their entitlements to all their emoluments.

執行董事已放棄其袍金。所有非執行董事及獨立非執行董事已放棄其所有酬金。

8 Individuals with highest emoluments

Of the five individuals with the highest emoluments, one (2019: one) is a director whose emoluments are included in note 7. The aggregate of the emoluments in respect of the remaining four (2019: four) individuals are as follows:

8 酬金最高之人員

最高薪五名人員中，一名（二零一九年：一名）為董事（其酬金已於附註7披露）。其餘四名（二零一九年：四名）酬金最高之人員之酬金總額如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Salaries and other emoluments	薪金及津貼	**7,699**	7,493
Retirement scheme contributions	退休計劃供款	**459**	454
		8,158	7,947

The emoluments of the four (2019: four) individuals with the highest emoluments are within the following bands:

四名（二零一九年：四名）酬金最高之人員之酬金分析如下：

		2020 二零二零年 Number of individuals 人員數目	2019 二零一九年 Number of Individuals 人員數目
$1,500,001 to $2,000,000	1,500,001元至2,000,000元	**2**	2
$2,000,001 to $2,500,000	2,000,001元至2,500,000元	**2**	2

9 Other comprehensive income

Tax effects relating to each component of other comprehensive income

9 其他全面收益

其他全面收益各部分的稅項影響

		2020 二零二零年			2019 二零一九年		
		Before-tax amount 除稅前金額 $'000 千元	**Tax effect 稅項影響 $'000 千元 (note 21(b)) （附註21(b)）**	**Net-of-tax amount 除稅後金額 $'000 千元**	Before-tax amount 除稅前金額 $'000 千元	Tax effect 稅項影響 $'000 千元 (note 21(b)) （附註21(b)）	Net-of-tax amount 除稅後金額 $'000 千元
Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	因換算海外附屬公司財務報表及因換算組成集團於附屬公司之投資的貨幣項目所產生之匯兑差額	**4,203**	**—**	**4,203**	(1,225)	—	(1,225)
Actuarial gains and losses of defined benefit retirement plan (note 20(a)(v))	定額福利退休計劃之精算盈利及虧損（附註20(a)(v)）	**10,327**	**(1,284)**	**9,043**	9,457	(1,205)	8,252
Other comprehensive income	其他全面收益	**14,530**	**(1,284)**	**13,246**	8,232	(1,205)	7,027

10 Earnings per share

(a) Basic earnings per share

The calculation of basic earnings per share is based on the profit attributable to equity shareholders of the Company of profit of $17,228,000 (2019: $11,583,000) and on 373,570,560 (2019: 373,570,560) ordinary shares, being the number of ordinary shares in issue throughout the year.

(b) Diluted earnings per share

Diluted earnings per share is not presented as the Company did not have dilutive potential ordinary shares for both years presented.

10 每股盈利

(a) 每股基本盈利

每股基本盈利乃根據本公司權益持有人應佔盈利共17,228,000元（二零一九年：11,583,000元）及本年度內已發行之373,570,560股普通股（二零一九年：373,570,560股普通股）計算。

(b) 攤薄之每股盈利

攤薄之每股盈利並未予列出，因本公司並沒有具攤薄性的潛在普通股存在。

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(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

11 Property, plant and equipment, investment properties and leasehold land

11 物業、機器及設備、投資物業及租賃土地

(a) Reconciliation of carrying amount

(a) 賬面值對賬

		Property, plant and equipment 物業，機器及設備						
		Ownership interests in land and buildings held for own use carried at cost 自用而持有的土地及房產	Machinery, equipment, furniture and fixtures 機器、設備、傢俬及裝備	Motor vehicles 車輛	Construction in progress 在建工程	Sub-total 合計	Investment properties 投資物業	Total 總額
		$'000 千元	$'000 千元	$'000 千元	$'000 千元	$'000 千元	$'000 千元	$'000 千元
Cost:	成本：							
At 1 January 2019	於二零一九年一月一日	1,019,291	1,647,735	4,964	6,288	2,678,278	212,714	2,890,992
Exchange adjustments	匯兌調整	(9,959)	(14,685)	(64)	—	(24,708)	—	(24,708)
Additions	添置	168	7,815	550	1,419	9,952	855	10,807
Transfer from construction in progress	轉撥自在建工程	257	5,975	56	(6,288)	—	—	—
Disposals	出售	—	(11,733)	(1,245)	—	(12,978)	—	(12,978)
At 31 December 2019	於二零一九年十二月三十一日	1,009,757	1,635,107	4,261	1,419	2,650,544	213,569	2,864,113
Accumulated amortisation, depreciation and impairment losses:	累計攤銷、折舊及減值虧損：							
At 1 January 2019	於二零一九年一月一日	726,141	1,583,827	4,141	—	2,314,109	87,217	2,401,326
Exchange adjustments	匯兌調整	(9,411)	(14,525)	(60)	—	(23,996)	—	(23,996)
Charge for the year (note 5(c))	年內開支（附註5(c)）	13,188	5,897	247	—	19,332	4,739	24,071
Written back on disposals	出售撥回	—	(10,420)	(1,245)	—	(11,665)	—	(11,665)
At 31 December 2019	於二零一九年十二月三十一日	729,918	1,564,779	3,083	—	2,297,780	91,956	2,389,736
Net book value:	賬面淨值：							
At 31 December 2019	於二零一九年十二月三十一日	279,839	70,328	1,178	1,419	352,764	121,613	474,377
Cost:	成本：							
At 1 January 2020	於二零二零年一月一日	**1,009,757**	**1,635,107**	**4,261**	**1,419**	**2,650,544**	**213,569**	**2,864,113**
Exchange adjustments	匯兌調整	**29,049**	**42,425**	**167**	**2**	**71,643**	**—**	**71,643**
Additions	添置	**975**	**4,373**	**163**	**8,176**	**13,687**	**—**	**13,687**
Transfer from construction in progress	轉撥自在建工程	**111**	**4,755**	**1,291**	**(6,157)**	**—**	**—**	**—**
Disposals	出售	**(75)**	**(12,119)**	**(35)**	**—**	**(12,229)**	**—**	**(12,229)**
At 31 December 2020	於二零二零年十二月三十一日	**1,039,817**	**1,674,541**	**5,847**	**3,440**	**2,723,645**	**213,569**	**2,937,214**
Accumulated amortisation, depreciation and impairment losses:	累計攤銷、折舊及減值虧損：							
At 1 January 2020	於二零二零年一月一日	**729,918**	**1,564,779**	**3,083**	**—**	**2,297,780**	**91,956**	**2,389,736**
Exchange adjustments	匯兌調整	**27,514**	**41,999**	**157**	**—**	**69,670**	**—**	**69,670**
Charge for the year (note 5(c))	年內開支（附註5(c)）	**11,648**	**6,219**	**558**	**—**	**18,425**	**4,731**	**23,156**
Written back on disposals	出售撥回	**—**	**(10,604)**	**(35)**	**—**	**(10,639)**	**—**	**(10,639)**
At 31 December 2020	於二零二零年十二月三十一日	**769,080**	**1,602,393**	**3,763**	**—**	**2,375,236**	**96,687**	**2,471,923**
Net book value:	賬面淨值：							
At 31 December 2020	於二零二零年十二月三十一日	**270,737**	**72,148**	**2,084**	**3,440**	**348,409**	**116,882**	**465,291**

11 Property, plant and equipment, investment properties and leasehold land (Continued)

(b) Investment properties

The Group leases out investment properties which are located at Nos. 9-11 Shing Wan Road, Tai Wai, Shatin, Hong Kong under operating leases. The leases typically run for an initial period of two to three years, with an option to renew each lease upon expiry at which time all terms are renegotiated. None of the leases includes contingent rentals.

Undiscounted lease payments under non-cancellable operating leases in place at the reporting date will be receivable by the Group in future periods as follows:

11 物業、機器及設備、投資物業及租賃土地（續）

(b) 投資物業

本集團根據經營租賃將位於香港沙田大圍成運路9-11號之投資物業出租。租約年期一般為二至三年，可選擇於到期日後續訂租約，屆時將重新商討所有條款。有關租約概不包括或然租金。

本集團根據不可撤銷經營租賃而應收之未來租賃款項如下：

		2020 **二零二零年** **$'000** **千元**	2019 二零一九年 $'000 千元
Within 1 year	一年內	**21,753**	17,035
After 1 year but within 5 years	一年後及五年內	**21,669**	13,640
		43,422	30,675

(c) The fair value of the investment properties at 31 December 2020 is $461,200,000 (2019: $527,400,000). The fair value of investment properties located in Hong Kong is determined on an open market value basis, by either making reference to the comparable sales evidence in the relevant locality, or otherwise, by capitalising the net rent income receivable from the existing tenancies and the reversionary value of properties after tenancies expire.

The valuation was carried out by an independent firm of surveyors, LCH (Asia-Pacific) Surveyors Limited, who have among their staff Members of the Hong Kong Institute of Surveyors with valuation experience in the location and category of the property being valued.

The fair value measurements are categorised as Level 3 valuations under the three-level fair value hierarchy as defined in HKFRS 13, *Fair value measurement*. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

— Level 1 valuations: Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date

— Level 2 valuations: Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available

— Level 3 valuations: Fair value measured using significant unobservable inputs

(c) 投資物業於二零二零年十二月三十一日之公允值為461,200,000元（二零一九年：527,400,000元），位於香港的投資物業的公允值是根據公開市場價值釐定，方法可以是參考相關地區有可比性的成交價格為證據，或者將現有租約可收取的淨租金收入和租約到期後該物業的剩餘價值資本化。

估值乃由獨立測量師行利駿行測量師有限公司進行，其職員包括香港測量師學會的專業會員，在所估值房產的地區及類別具有估值經驗。

公允值計量根據香港財務報告準則第13號「*公允價值計量*」所定義之三級公允價值架構獲分類為第三級估值。將公允價值計量分類之等級乃經參考如下估值方法所用數據之可觀察性及重要性後釐定：

— 第一級估值：僅使用第一級輸入數據（即於計量日同類資產或負債於活躍市場之未經調整報價）計量之公允值

— 第二級估值：使用第二級輸入數據（即未能達到第一級之可觀察輸入數據）且並未使用重大不可觀察輸入數據計量之公允值。不可觀察輸入數據為無市場數據之輸入數據

— 第三級估值：採用重大不可觀察數據計量之公允值

11 Property, plant and equipment, investment properties and leasehold land (Continued)

(c) (Continued)

Information about Level 3 fair value measurements

11 物業、機器及設備、投資物業及租賃土地（續）

(c) （續）

第三級公允值相關資料

	Valuation techniques 估值方式	Unobservable input 不可觀察數據	Range 範圍
Investment properties — Industrial — Hong Kong 投資物業 — 工業用途 — 香港	Sales comparison approach 成交比較法	Premium/(discount) on quality of the buildings 物業質量導致的溢價／（折讓）	0% to 10% (2019: 0% to 10%) 0%至10%（二零一九年：0%至10%）
Investment properties — Industrial — Hong Kong 投資物業 — 工業用途 — 香港	Investment method of income approach 投資收益法	Discount rates 貼現率	2.0% to 4.0% (2019: 2.0% to 4.5%) 2.0%至4.0%（二零一九年：2.0%至4.5%）

The premium or discount on quality of the buildings used in sales comparison approach is specific to the building compared to the recent sales. High premium for higher quality buildings will result in a high fair value measurement.

成交比較法中使用的近期成交物業因質量而導致的溢價或折讓該特定建築物特有。高品質建築的高溢價將導致較高的公允值。

The discount rates used in investment method of income approach has been adjusted for the expected market rental growth, occupancy rate and quality and location of the buildings. The fair value measurement is positively correlated to the market rental value and negatively correlated to the discount rate.

投資收益法中使用的貼現率已根據預期的市場租金增長，出租率以及建築物的質量和位置進行了調整。公允值與市場租金價值呈正相關，與貼現率呈負相關。

11 Property, plant and equipment, investment properties and leasehold land (Continued)

11 物業、機器及設備、投資物業及租賃土地（續）

(d) Right-of-use assets

(d) 使用權資產

The analysis of the net book value of right-of-use assets by class of underlying asset is as follows:

使用權資產的賬面淨值，以其相關的資產分類詳列如下：

		Note 附註	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元
Ownership interests in leasehold land and buildings held for own use, carried at depreciated cost in Hong Kong, with remaining lease term of between 10 and 50 years	剩餘租賃其介乎十至五十年，位於香港的自用而持有的租賃土地及房產所有權，以已折舊成本列賬	(i)	**270,737**	279,839
Machinery, equipment, furniture and fixtures, carried at depreciated cost	機器、設備、傢俬及裝置以已折舊成本列賬	(ii)	**46**	16
			270,783	279,855
Ownership interests in leasehold investment property, carried at depreciated cost, with remaining lease term of between 10 and 50 years	剩餘租賃其介乎十至五十年，以已折舊成本列賬的租賃投資物業所有權		**116,882**	121,613
			387,665	401,468

11 Property, plant and equipment, investment properties and leasehold land (Continued)

(d) Right-of-use assets (Continued)

The analysis of expense items in relation to leases recognised in profit or loss is as follows:

11 物業、機器及設備、投資物業及租賃土地（續）

(d) 使用權資產（續）

有關於損益中確認與租賃有關的開支項目分析如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Depreciation charge of right-of-use assets by class of underlying asset:	按相關資產、類別劃分之使用權資產析舊支出：		
Ownership interests in leasehold land and buildings held for own use, carried at depreciated cost	持有作自用之租賃土地及樓宇之擁有權權益，按已折舊成本列賬	**11,648**	13,188
Machinery, equipment, furniture and fixtures	機器、設備、傢俬及裝置	**27**	150
Ownership interests in leasehold investment property, carried at depreciated cost	租賃投資物業之擁有權權益，按已折舊成本列賬	**4,731**	4,739
		16,406	18,077

During the year, additions to right-of-use assets were $57,000 (2019: $Nil). This amount related to the capitalised lease payments payable under new tenancy agreements.

本年內，新增使用權資產為$57,000（二零一九年：無）。該金額與根據新租約應付的租金支出資本化後有關。

Details of total cash outflow for leases and the maturity analysis of lease liabilities are set out in notes 17(d) and 22, respectively.

租賃的現金流出總額和租賃負債的期限分析的詳細資料分別在附註17(d)和22中列出。

(i) Ownership interests in leasehold land and buildings held for own use

The Group holds a number of properties for its beers business. The Group is the registered owner of these property interests, including the share in the underlying land. Lump sum payments were made upfront to acquire these property interests from their previous registered owners.

(i) 持有作自用之租賃土地及樓宇之擁有權權益

本集團為其啤酒業務擁有數項物業。本集團為該等物業權益（包括相關土地）的註冊持有人。本集團已支付了一筆總價，以從其前任註冊持有人獲得這些物業權益。

(ii) Machinery, equipment, furniture and fixtures

The Group leases machinery under a lease expiring in 5 years. None of the leases includes variable lease payments.

(ii) 機器、設備、傢俬及裝置

本集團租機器的租約為期五年。所有租約不包含可變租賃付款。

12 Intangible assets 12 無形資產

		Trademarks 商標 $'000 千元	Club debentures 會所債權證 $'000 千元	Total 總額 $'000 千元
Cost:	**成本：**			
At 1 January 2019, 31 December 2019, 1 January 2020 and 31 December 2020	於二零一九年一月一日、二零一九年十二月三十一日、二零二零年一月一日及二零二零年十二月三十一日	39,116	4,771	43,887
Accumulated impairment losses:	**累計減值虧損：**			
At 1 January 2019, 31 December 2019, 1 January 2020 and 31 December 2020	於二零一九年一月一日、二零一九年十二月三十一日、二零二零年一月一日及二零二零年十二月三十一日	39,116	—	39,116
Net book value:	**賬面淨值：**			
At 31 December 2019 and 31 December 2020	於二零一九年十二月三十一日及二零二零年十二月三十一日	—	4,771	4,771

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13 Investments in subsidiaries

The following list contains the particulars of all the subsidiaries of the Company:

13 附屬公司權益

下表載列本公司所有附屬公司項目：

Name of company 公司名稱	Place of incorporation/ operation 註冊成立／經營地點	Issued share capital/registered capital 已發行股本／註冊資本	Proportion of ownership interest held by Company 所持股權百分比 本公司	Proportion of ownership interest held by Subsidiary 所持股權百分比 附屬公司	Principal activity 主要業務
Hongkong Brewery Limited ("HKBL") (note (i))（附註(i)）	Hong Kong 香港	100 ordinary shares 100股普通股	100%	—	Dormant 暫無營業
San Miguel (Guangdong) Limited 生力啤（廣東）有限公司	Hong Kong 香港	18,000 class "A" shares 18,000股(A)股	92.989%	—	Investment holding 投資控股
		1,000 class "B" shares 1,000股(B)股	100%	—	
Guangzhou San Miguel Brewery Company Limited ("GSMB") (note (ii)) 廣州生力啤酒有限公司（「廣州生力」）（附註(ii)）	PRC 中國	Registered capital: US$36,507,000 註冊資本：36,507,000美元	—	70%	Distribution of beer 銷售啤酒
San Miguel Shunde Holdings Limited	Hong Kong 香港	200,000 ordinary shares 200,000股普通股	92%	—	Investment holding 投資控股
San Miguel (Guangdong) Brewery Company Limited ("SMGB") (note (iii)) 生力（廣東）啤酒有限公司（「生力廣東」）（附註(iii)）	PRC 中國	Registered capital: US$87,933,000 註冊資本：87,933,000美元	—	100%	Manufacture and sale of beer 釀製及銷售啤酒

13 Investments in subsidiaries (Continued)

Notes:

(i) HKBL has not traded since incorporation but it established a joint venture, Global Brews Hong Kong Limited, in Hong Kong on 18 March 2011. HKBL holds a 50% equity interest in this entity. As at the date of the approval of these financial statements, the joint venture has not commenced operations.

(ii) As at 29 November 2020, GSMB terminated its operations. The operation was being transferred to SMGB, another PRC subsidiary of the Group. The Group put GSMB into voluntary liquidations under the procedures prescribed under the laws of the PRC. As a result, a one-off severance payment of $10,894,000 was charged to profit or loss during the year (note 5(b)).

(iii) SMGB is a wholly-foreign owned enterprise with an operating period of 50 years expiring on 4 August 2042.

The following table lists out the information relating to SMGB, the only subsidiary of the Group which has material non-controlling interests ("NCI"). The summarised financial information presented below represents the amounts before any inter-company elimination.

13 附屬公司權益（續）

附註：

(i) HKBL自註冊成立以來，一直沒有進行任何交易，但於二零一一年三月十八日於香港成立了一間名為Global Brews Hong Kong Limited的合營公司。HKBL持有該實體百分之五十股權。截至本財務報表批准之日，該合營公司體尚未開始其業務。

(ii) GSMB於二零二零年十一月二十九日終止營運。 該業務已轉移至本集團在中國的另一家附屬公司SMGB。本集團根據中國法律規定的程序將GSMB進行自願清盤。結果，本年度在損益中扣除一筆過的遣散費10,894,000元(附註5(b))。

(iii) 生力（廣東）啤酒有限公司為全外資擁有企業，擁有經營期五十年，於二零四二年八月四日屆滿。

下表載列有關生力廣東之資料，生力廣東是本集團唯一擁有重大非控股權益的附屬公司。下列提供的財務資料概要指任何公司間抵銷前之金額。

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
NCI percentage	非控股權益百分比	**8%**	8%
Current assets	流動資產	**116,754**	84,284
Non-current assets	非流動資產	**37,909**	33,730
Current liabilities	流動負債	**(39,905)**	(27,224)
Non-current liabilities	非流動負債	**(381,287)**	(383,100)
Net liabilities	負債淨值	**(266,529)**	(292,310)
Carrying amount of NCI	非控股權益賬面值	**(21,322)**	(23,385)
Revenue	收入	**131,055**	127,442
Profit for the year	年度盈利	**43,053**	11,755
Total comprehensive income	年度全面收益總額	**43,053**	11,755
Profit allocated to NCI	分配至非控股權益盈利	**3,444**	940
Cash generated from operating activities	經營業務之現金流入	**3,515**	11,202
Cash used in investing activities	投資業務之現金流出	**(4,259)**	(1,639)
Cash used in financing activities	融資活動之現金流出	**—**	(9)

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14 Inventories 14 存貨

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Products in hand and in process	現有產品及在製品	**32,449**	33,776
Materials and supplies	物料及供應	**24,260**	17,251
		56,709	51,027

The analysis of the amount of inventories recognised as an expense is as follows:

已確認為開支之存貨金額分析如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Carrying amount of inventories sold (note 5(c))	出售存貨賬面值（附註5(c)）	**309,672**	318,340

15 Trade and other receivables 15 應收貿易及其他賬項

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Trade receivables	應收貿易賬	**32,448**	39,642
Less: Loss allowance	減：虧損撥備	**(763)**	(271)
Trade receivables, net of loss allowance	應收貿易賬減虧損撥備	**31,685**	39,371
Other debtors, deposits and prepayments	其他應收賬、按金及預付款項	**11,090**	12,028
		42,775	51,399

The amount of the deposits and prepayments expected to be recovered or recognised as expenses after more than one year is $1,150,000 (2019: $921,000). All of the other trade receivables, other debtors, deposits and prepayments are expected to be recovered or recognised as expenses within one year.

本集團預計多於一年後可收回或確認為支出的按金及預付款項金額分別為1,150,000元（二零一九年：921,000元）。所有其他應收貿易賬項及其他應收賬、按金及預付款項預計在一年內可收回或列作費用。

The Group held collateral over trade receivables at the end of the reporting period with attributable values as set out below:

本集團在結算日就應收貿易賬項持有以下抵押品：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Buildings	物業	**7,115**	2,031
Cash deposits	現金存款	**1,801**	1,691

Cash deposits disclosed above are included in the other creditors and accrued charges and are expected to be settled after more than one year, as disclosed in note 18.

以上列示的現金存款被列入本集團預計多於一年後支付的其他應付賬項及預提費用，於附註18披露。

The Group considers that the credit risk arising from the trade receivables is mitigated by the collateral in the amounts indicated above. The value of the buildings collateral represents the estimated market value of the buildings as at 31 December 2020.

本集團認為上述抵押品減輕了應收貿易賬項的信貸風險。抵押物業價值代表物業於二零二零年十二月三十一日的市值。

15 Trade and other receivables (Continued)

Ageing analysis

The ageing of trade receivables (net of loss allowance) at the end of the reporting period is as follows:

15 應收貿易及其他賬項（續）

賬齡分析

應收貿易賬項（已扣除損失撥備）於結算日之賬齡如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Current	未到期	**24,780**	29,709
Less than 1 month past due	過期日少於一個月	**5,253**	5,829
1 to 3 months past due	過期日為一至三個月	**966**	2,106
More than 3 months but less than 12 months past due	過期日為多於三個月至十二個月	**670**	1,360
More than 12 months past due	過期日多於十二個月	**16**	367
		31,685	39,371

According to the Group's credit policy set out in note 24(a), the general credit period is payment by the end of the month following the month in which sales take place. Therefore, all the current balances above are within two months from the invoice date.

根據本集團詳述於附註24(a)的信貸政策，一般信貸期為於銷售發生月份後當月月底作出的付款。因此，上述所有結餘均在發票日期後兩個月內。

16 Amounts due from/(to) holding companies, fellow subsidiaries and related companies

Amounts due from/(to) holding companies, fellow subsidiaries and related companies are unsecured, interest-free and recoverable/repayable on demand except for the following trade-related amounts which are recoverable/repayable under normal trade terms:

16 應收／（應付）控股公司、同系附屬公司及關連公司賬項

除下列貿易款項須按貿易條款支付外，應收／（應付）控股公司、同系附屬公司及關連公司賬項均無抵押，免息及按需求收回／還款：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項	**16,723**	19,152
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	**(732)**	(406)
Amounts due to related companies	應付關連公司賬項	**(7,084)**	(5,051)

The trade-related balances were not past due as at 31 December 2020 and 2019.

與貿易相關之結存於二零二零年及二零一九年十二月三十一日並未到期。

Related companies included a non-controlling shareholder and companies, the ultimate holding company of which has significant influence over the Group.

關連公司包括非控股股東及其最終控股公司對本集團有重大影響的公司。

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17 Cash and cash equivalents and bank deposits 17 現金及等同現金項目及銀行存款

(a) Cash and cash equivalents and bank deposits comprise: (a) 現金及等同現金項目及銀行存款包括：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Bank deposits within three months of maturity when placed	存放時到期日為三個月內的銀行存款	**65,136**	34,101
Cash at banks and on hand	銀行結存及現金	**47,203**	72,631
Cash and cash equivalents in the consolidated statement of financial position and consolidated cash flow statement	綜合財務狀況表及綜合現金流量表中的現金及等同現金項目	**112,339**	106,732
Bank deposits with more than three months to maturity when placed	存放時到期日為超過三個月的銀行存款	**43,770**	22,661

Cash and cash equivalents and bank deposits as at 31 December 2020 include $30,376,000 (2019: $53,342,000) placed with banks in the Mainland China, the remittance of which is subject to relevant rules and regulations of foreign exchange control promulgated by the PRC government.

於二零二零年十二月三十一日，現金及等同現金項目及銀行存款包括存於中國內地銀行30,376,000元（二零一九年：53,342,000元），其匯款須受中國政府頒布的相關規則及外匯法規所管制。

(b) Reconciliation of profit before taxation to cash generated from operations: (b) 除税前盈利與經營業務之現金流入調節表：

		Note 附註	2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Profit before taxation	除税前盈利		**12,547**	3,310
Adjustments for:	就下列事項作出調整：			
Interest income	利息收入	4	**(1,187)**	(1,577)
Net gain on disposal of non-current assets	出售非流動資產之淨盈利	4	**(899)**	(913)
Interest expense	利息支出	5(a)	**2,253**	4,340
Depreciation of property, plant and equipment	物業、機器及設備之折舊	5(c)	**18,425**	19,332
Depreciation of investment properties	投資物業之折舊	5(c)	**4,731**	4,739
Foreign exchange gains	外幣兑換之盈利		**(1,670)**	(544)
Changes in working capital:	營運資本之變動：			
Increase in inventories	存貨之增加		**(5,682)**	(8,818)
Decrease/(increase) in trade and other receivables	應收貿易及其他賬項之減少／（增加）		**8,524**	(547)
Decrease in amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項之減少		**2,766**	4,492
Decrease in amounts due from related companies	應收關連公司賬項之減少		**232**	2,169
Increase in amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項之增加		**8**	1,532
Increase in amounts due to related companies	應付關連公司賬項之增加		**4,343**	1,595
(Decrease)/increase in trade and other payables	應付貿易及其他賬項之（減少）／增加		**(274)**	5,786
Increase in retirement benefit liabilities	退休福利負債之增加		**1,964**	2,501
Cash generated from operations	經營業務之現金流入		**46,081**	37,397

17 Cash and cash equivalents and bank deposits (Continued)

(c) Reconciliation of liabilities arising from financing activities:

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statement as cash flows from financing activities.

17 現金及等同現金項目及銀行存款（續）

(c) 由融資活動產生之債務調節表

本集團因融資活動而產生之債務的變動，包括現金及非現金變動，已詳列於下表。由融資活動產生的債務，即為該債務過去及將來的現金流，於本集團的綜合現金流量表中，會歸類為融資活動之現金流。

		Loan from related companies 關連公司貸款 $'000 千元	Lease liabilities 租賃負債 $'000 千元	Total 總額 $'000 千元
At 1 January 2019	**於二零一九年一月一日**	115,637	2,039	117,676
Changes from financing cash flows:	**融資現金流之變動**			
Repayment of loans from related companies	還款予關連公司貸款	(12,779)	—	(12,779)
Capital element of lease rentals paid	已付租賃的資本部份	—	(1,085)	(1,085)
Interest element of lease rentals paid	已付租賃的利息部份	—	(37)	(37)
Other borrowing costs paid	其他已付借貸成本	(4,303)	—	(4,303)
Total changes from financing cash flows	融資現金流總變動	(17,082)	(1,122)	(18,204)
Exchange adjustments	**匯兌調整**	(628)	(22)	(650)
Other change:	**其他變動：**			
Interest expenses	利息支出	4,303	37	4,340
At 31 December 2019 and 1 January 2020	**於二零一九年十二月三十一日及二零二零年一月一日**	102,230	932	103,162
Changes from financing cash flows:	**融資現金流之變動**			
Proceeds from new loans from related companies	關連公司新增貸款存入	**3,854**	**—**	**3,854**
Repayment of loans from related companies	還款予關連公司貸款	**(12,719)**	**—**	**(12,719)**
Capital element of lease rentals paid	已付租賃的資本部份	**—**	**(943)**	**(943)**
Interest element of lease rentals paid	已付租賃的利息部份	**—**	**(15)**	**(15)**
Other borrowing costs paid	其他借貸成本	**(2,238)**	**—**	**(2,238)**
Total changes from financing cash flows	融資現金流總變動	**(11,103)**	**(958)**	**(12,061)**
Exchange adjustments	**匯兌調整**	**(476)**	**—**	**(476)**
Other changes:	**其他變動：**			
Increase in lease liabilities from entering into new lease during the period:	本年度因簽訂新租約而增加的租賃負債	**—**	**57**	**57**
Interest expenses	利息支出	**2,238**	**15**	**2,253**
At 31 December 2020	**於二零二零年十二月三十一日**	**92,889**	**46**	**92,935**

17 Cash and cash equivalents and bank deposits (Continued)

(d) Total cash outflow for leases

Amounts included in the cash flow statement for leases comprise the following:

17 現金及等同現金項目及銀行存款（續）

(d) 租賃現金流出總額

就租賃計入現金流量表之金額包括以下各項：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Within operating cash flows	包含在經營活動現金流	**801**	830
Within financing cash flows	包含在融資活動現金流	**958**	1,122
		1,759	1,952

18 Trade and other payables

18 應付貿易及其他賬項

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Trade payables	應付貿易賬項	**37,823**	44,245
Other creditors and accrued charges	其他應付賬項	**45,204**	39,056
		83,027	83,301

The amounts of other creditors and accrued charges expected to be settled after more than one year are $3,835,000 (2019: $4,477,000). All of the other trade and other payables are expected to be settled within one year.

預計於多於一年後支付的其他應付賬項及預提費用分別為3,835,000元（二零一九年：4,477,000元）。所有其他應付貿易及其他賬項預計在一年內支付。

The ageing of trade payables as at the end of the reporting period is as follows:

應付貿易賬項於結算日之賬齡如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Current and less than 1 month past due	未到期及過期日少於一個月	**36,966**	39,894
1 to 3 months past due	過期日為一至三個月	**676**	3,904
More than 3 months but less than 6 months past due	過期日多於三個月但少於六個月	**139**	312
More than 6 months past due	過期日多於六個月	**42**	135
		37,823	44,245

The Group's general payment terms are one to two months from the invoice date. Therefore, the current and less than one month past due balances above are mostly within two to three months from the invoice date.

本集團的一般付款條款是於發票日期後一至兩個月內到期。因此，上述未到期及過期日少於一個月的結餘大部份均在發票日後兩至三個月內。

19 Loans from related companies

(a) The analysis of the carrying amount of loans from related companies is as follows:

19 關連公司貸款

(a) 關連公司貸款的賬面額分析詳列如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Loan from an intermediate holding company (note 19(b)(i))	中介控股公司之貸款（附註19(b)(i)）	**89,035**	102,230
Loan from a related company (note 19(b)(ii))	關連公司貸款（附註19(b)(ii)）	**3,854**	—
		92,889	102,230

(b) Significant terms and repayment schedule of loans from related companies

(b) 關連公司貸款之條款及還款期

(i) Loan from an intermediate holding company

(i) 中介控股公司之貸款

At 31 December 2020, the loan from an intermediate holding company was repayable as follows:

於二零二零年十二月三十一日，中介控股公司之貸款需於下列期限償還：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Within 1 year or on demand	一年內或順於要求時償還	**50,877**	51,115
After 1 year but within 2 years	一年後但兩年內	**38,158**	51,115
		89,035	102,230

Loan from an intermediate holding company is unsecured, repayable in seven equal instalments until September 2022 and bears interest at one year London Interbank Offered Rate ("LIBOR") plus 1.5% which ranged from 1.83% to 3.46% during the year (2019: 3.46% to 4.60%).

中介控股公司之貸款為無抵押，並均分七期償還直至二零二二年九月，承擔的利率為一年期倫敦銀行同業折息加1.5%，範圍為1.83%至3.46%（二零一九年內為3.46% 至 4.60%）。

(ii) Loan from a related company

(ii) 關連公司貸款

During 2020, the Group received a loan from a related company of $3,854,000. The loan from a related company bears interest at 4.35%, is unsecured and is repayable on 25 November 2021.

二零二零年，本集團從一家關連公司獲得了3,854,000元的貸款。關連公司的貸款利息為4.35％，無抵押，應於二零二一年十一月二十五日償還。

20 Employee retirement benefits

(a) Defined benefit retirement plan

The Group makes contributions to a defined benefit retirement plan registered under the Occupational Retirement Schemes Ordnance (Chapter 426 of the Laws of the Hong Kong), which covers 11% (2019: 11%) of the Group's employees. The plan is administered by an independent trustee, with the assets held separately from those of the Group. The members' benefits are determined based on the employees' final remuneration and length of service.

Under the scheme, a retired employee is entitled to a benefit based on their completed years of service and salary on the date of leaving service.

Contributions to the plan are made in accordance with the recommendations of an independent actuary who values the retirement plan at regular intervals. The latest independent actuarial valuations of the plans were at 31 December 2020 and were prepared by qualified staff of Mercers (Hong Kong) Limited, who are the member of Chartered Enterprise Risk Actuary, using the projected unit credit method. The actuarial valuations indicate that the Group's obligations under these defined benefit retirement plan is 98% (2019: 90%) covered by the plan assets held by the trustees.

The plans expose the Group to actuarial risk, such as interest rate risk, investment risk and salary risk.

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

20 僱員退休金福利

(a) 定額福利退休計劃

本集團為其11%（二零一九年：11%）之僱員提供定額福利退休計劃。該計劃乃由一名獨立信託人管理，並與本集團之資產分開獨立處理。計劃之供款乃根據一名獨立精算師之建議釐訂，該精算師定期為退休計劃作出評估。成員福利乃按僱員之最後薪金及服務年期計算。

根據該計劃，退休僱員有權在離職後根據其完成的服務年資和薪金獲得福利。

退休計劃之供款乃按照獨立精算師之建議而訂立。該計劃最新之獨立精算估值乃於二零二零年十二月三十一日由美世（香港）有限公司（特許企業風險分析師會員）之專業合資格精算師採用預算單位信貸法進行。有關估值顯示本集團根據該界定福利退休計劃所須履行之責任其中98%（二零一九年：90%）受信託人持有之計劃資產保障。

該計劃令本集團承受精算風險、如利率風險、投資風險及薪金風險。

(i) 於財務狀況表確認之款額如下：

		2020 **二零二零年** **$'000** **千元**	2019 二零一九年 $'000 千元
Present value of funded obligations	資助責任的現值	**113,455**	105,428
Fair value of plan assets	計劃資產之公允值	**(111,077)**	(94,687)
Retirement benefit liabilities	退休福利負債	**2,378**	10,741

A portion of the above liabilities is expected to be settled after more than one year. However, it is not practicable to segregate this amount from the amounts payable in the next twelve months, as the retirement benefit payable to plan members and future contributions to plan assets will also depend on staff revenue and future changes in actuarial assumptions. The Group expects to pay $2,772,000 in contributions to the defined benefit retirement plan in 2021.

上述部份負債預期將於超過一年後支付。然而，由於退休福利對計劃成員之應付款及對計劃資產之未來供款須視乎精算假設之未來變動，因此不適宜將該筆款額與未來十二個月之應付款項分開處理。本集團預計在二零二一年支付2,772,000元為「定額福利退休計劃」的款項。

20 Employee retirement benefits (Continued)

(a) Defined benefit retirement plan (Continued)

(ii) Plan assets consist of the following:

20 僱員退休金福利（續）

(a) 定額福利退休計劃（續）

(ii) 計劃資產包括：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Equity securities	股權	**53,317**	43,556
Bonds	債券	**54,428**	44,976
Cash	現金	**3,332**	6,155
		111,077	94,687

An asset-liability matching study was performed by the trustees periodically to analyse the outcome of the strategic investment policies. The investment portfolio targets a mix of 45% in equity securities across a range of industries and 55% in government bonds (2019: 45% in equity securities across a range of industries and 55% in government bonds).

於每個週期，受託人會進行資產負債匹配研究，並分析投資政策策略之結果。投資組合目標為一系列行業之45%股票證券組合及55%政府債券。（二零一九年：45%股東證券組合及55%政府債券）。

(iii) Movements in the present value of the defined benefit obligations:

(iii) 定額福利負債的現值變動：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
At 1 January	於一月一日	**105,428**	104,252
Remeasurements:	重估：		
— Actuarial (gains)/losses arising from changes in demographic assumptions	— 人口假設變動產生的精算（盈利）／虧損	**(4)**	6
— Actuarial losses/(gains) arising from changes in financial assumptions	— 財務假設變動產生的精算虧損／（盈利）	**4,374**	(870)
— Actuarial gains arising from changes in experience	— 經驗變動產生的精算盈利	**(2,492)**	(255)
		1,878	(1,119)
Benefits paid by the plan	計劃支付之福利	**—**	(4,306)
Current service cost	現時服務成本	**4,315**	4,685
Interest cost	利息成本	**1,834**	1,916
At 31 December	於十二月三十一日	**113,455**	105,428

The weighted average duration of the defined benefit obligations is 5.1 years (2019: 5.5 years).

定額福利負債之加權平均年期為5.1年（二零一九年：5.5年）。

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20 Employee retirement benefits (Continued) 20 僱員退休金福利（續）

(a) Defined benefit retirement plan (Continued) (a) 定額福利退休計劃（續）

(iv) Movements in plan assets: (iv) 計劃資產之變動：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
At 1 January	於一月一日	**94,687**	86,555
Contributions paid to the plan by the employer	僱主支付的計劃供款	**2,717**	2,762
Benefits paid by the plan	計劃支付之福利	**—**	(4,306)
Interest income	利息收入	**1,664**	1,607
Return on plan assets, excluding interest income	計劃資產之回報（不包括利息收入）	**12,205**	8,338
Administrative expenses paid from plan assets	計劃資產之行政開支	**(196)**	(269)
At 31 December	於十二月三十一日	**111,077**	94,687

(v) Amounts recognised in the consolidated statement of comprehensive income are as follows: (v) 於綜合全面收益表確認之開支如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Current service cost	現時服務成本	**4,315**	4,685
Net interest on net defined benefit liability	定額福利淨負債之利息淨額	**170**	309
Administrative expenses paid from plan assets	計劃資產之行政開支	**196**	269
Total amounts recognised in profit or loss	於損益中確認之開支	**4,681**	5,263
Actuarial losses/(gains)	精算虧損／（盈利）	**1,878**	(1,119)
Return on plan assets, excluding interest income	計劃資產之回報（不包括利息收入）	**(12,205)**	(8,338)
Total amounts recognised in other comprehensive income (note 9)	於其他全面收益表確認之開支（附註9）	**(10,327)**	(9,457)
Total defined benefit income	定額福利收入總額	**(5,646)**	(4,194)
The current service cost, net interest on net defined benefit liability and administrative expenses paid from plan assets are recognised in the following line items in the consolidated income statement:	有關現時服務成本及定額福利淨負債之利息淨額乃於下列綜合收益表內之項目中確認：		
— Cost of sales	— 銷售成本	**732**	798
— Selling and distribution expenses	— 銷售及分銷開支	**2,260**	2,614
— Administrative expenses	— 行政開支	**1,689**	1,851
		4,681	5,263

(vi) Significant actuarial assumptions and a sensitivity analysis are as follows: (vi) 主要的精算假設和敏感度分析如下：

		2020 二零二零年	2019 二零一九年
Discount rate (p.a.)	貼現率（每年）	**1.80%**	1.80%
Future salary increases (p.a.)	未來薪酬之增長率（每年）	**4.00%-4.50%**	4.00%-4.50%

20 Employee retirement benefits (Continued)

(a) Defined benefit retirement plan (Continued)

(vi) (Continued)

The analysis set out below shows how the defined benefit obligation as at 31 December 2020 would have increased/(decreased) as a result of a 0.25% change in the significant actuarial assumptions:

		2020 二零二零年 Increase of 0.25% 增加0.25% $'000 千元	2020 二零二零年 Decrease of 0.25% 減少0.25% $'000 千元	2019 二零一九年 Increase of 0.25% 增加0.25% $'000 千元	2019 二零一九年 Decrease of 0.25% 減少0.25% $'000 千元
Discount rate	貼現率	**(1,465)**	**1,450**	(1,407)	1,443
Salary increase rate	薪酬增長率	**1,677**	**(1,643)**	1,663	(1,629)

The above sensitivity analysis is based on the assumption that changes in actuarial assumptions are not correlated and therefore it does not take into account the correlations between the actuarial assumptions.

(b) Defined contribution retirement plan

(i) Staff employed by the Group in Hong Kong who are not members of the above defined benefit retirement plan are required to join the Group's mandatory provident fund plan under the Hong Kong Mandatory Provident Fund Schemes Ordinance. The mandatory provident fund plan is a defined contribution retirement plan administered by an independent corporate trustee. Under the plan, the Group and its employees are each required to make contributions to the plan at 5% of the employees' relevant income, subject to a cap of monthly relevant income of $30,000. Contributions to the plan vest immediately.

(ii) Employees of the subsidiaries in the PRC are members of pension schemes operated by the PRC government. The Group is required to contribute, based on a certain percentage of the employees' remuneration, to these pension schemes to fund the benefits. The only obligation for the Group with respect to these pension schemes is the required contribution under the central pension scheme. Contributions to these schemes vest immediately.

20 僱員退休金福利（續）

(a) 定額福利退休計劃（續）

(vi) （續）

下列分析說明主要精算假設0.25%之變化對定額福利負債於二零二零年十二月三十一日將增加／（減少）如下：

上述敏感度分析是假設精算假設之變化互不相關，因此敏感度分折並不考慮精算假設之間的相關性。

(b) 定額供款退休計劃

(i) 根據香港《強制性公積金計劃條例》，本集團在香港僱用而並無加入上述定額福利退休計劃的僱員，須加入本集團的強制性公積金計劃。強制性公積金計劃乃一個由獨立法團受託人管理的定額供款退休計劃。根據有關計劃，本集團及其僱員各自須向計劃作出供款，數額為僱員有關入息的5%，惟每月有關入息的最高水平為30,000元對計劃作出的供款即時歸屬。

(ii) 中國附屬公司僱員為中國政府營運的中央退休金計劃的成員。本集團須對中央退休金計劃供款作為有關福利提供資金，數額以僱員酬金按百份比釐定。本集團有關中央退休金計劃的唯一義務為根據中央退休金計劃須作出的有關供款。對計劃作出的供款即時歸屬。

21 Income tax in the consolidated statement of financial position

21 財務狀況表所列之所得稅項

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

(a) 綜合財務狀況表中應付稅項包含：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Provision for Hong Kong Profits Tax for the year	本年度香港利得稅撥備	—	601
Balance of Profits Tax provision relating to prior years	已過去年度的利得稅撥備	—	293
		—	894

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21 Income tax in the consolidated statement of financial position (Continued)

21 財務狀況表所列之所得稅項（續）

(b) Deferred tax assets and liabilities recognised:

(b) 已確認之遞延稅項資產及負債：

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

於綜合財務狀況表已確認之遞延稅項資產及負債之組成部分及年內之變動如下：

		Depreciation allowances in excess of the related depreciation 折舊免稅額超逾有關折舊之數額 $'000 千元	Impairment losses for receivables and inventories 應收賬項及存貨之減值虧損 $'000 千元	Retirement benefit liabilities 退休福利之負債 $'000 千元	Tax losses 稅項虧損 $'000 千元	Total 總額 $'000 千元
Deferred tax arising from:	**遞延稅項來自：**					
At 1 January 2019	於二零一九年一月一日	41,507	(87)	(2,925)	(34,129)	4,366
(Credited)/charged to profit or loss (note 6(a))	於損益中（計入）／扣除（附註6(a)）	(625)	42	(57)	(4,931)	(5,571)
Charged to equity (note 9)	於權益中計入（附註9）	—	—	1,205	—	1,205
At 31 December 2019 and 1 January 2020	於二零一九年十二月三十一日及二零二零年一月一日	**40,882**	**(45)**	**(1,777)**	**(39,060)**	**—**
(Credited)/charged to profit or loss (note 6(a))	於損益中（計入）／扣除（附註6(a)）	**(929)**	**(80)**	**96**	**(371)**	**(1,284)**
Charged to equity (note 9)	於權益中計入（附註9）	**—**	**—**	**1,284**	**—**	**1,284**
At 31 December 2020	於二零二零年十二月三十一日	**39,953**	**(125)**	**(397)**	**(39,431)**	**—**

(c) Deferred tax assets not recognised:

(c) 未確認之遞延稅項資產：

Deferred tax assets have not been recognised in respect of the following items, which pertain to the subsidiaries in the PRC and the Company:

本集團於中國的附屬公司及本公司並未就下列各項目所引致之遞延稅項資產做出確認：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Tax losses	稅項虧損	**207,173**	290,257
Deductible temporary differences	可抵扣暫時性差異	**113,826**	132,373
		320,999	422,630

In accordance with the accounting policy set out in note 1(p), deferred tax assets have not been recognised in respect of the above items as it is not probable that the relevant entities will generate future taxable profits against which the above items can be utilised.

根據列示於附註1(p)會計政策，由於未能確定相關附屬公司未來能夠獲得足夠應課稅盈利以抵扣其利益，故本集團並未確認上列項目所引致之遞延稅項資產。

21 Income tax in the consolidated statement of financial position (Continued)

(c) Deferred tax assets not recognised: (Continued)

The unrecognised tax losses relating to the PRC subsidiaries can be carried forward up to five years from the year in which the loss originated and will expire in the following years:

21 財務狀況表所列之所得稅項（續）

(c) 未確認之遞延稅項資產：（續）

有關中國附屬公司未確認的稅項虧損自產生日起五年屆滿，有關到期年份如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
2020	二零二零年	**—**	50,205
2021	二零二一年	**36,365**	37,850
2022	二零二二年	**—**	2,761
2023	二零二三年	**24,998**	24,575
2024	二零二四年	**5,592**	16,715
		66,955	132,106

The unrecognised tax losses relating to the Company were $140,218,000 (2019: $158,151,000) and do not expire under current tax legislation.

本公司未確認的稅項虧損為140,218,000元（二零一九年：158,151,000元），並於現行稅務規例下不會到期。

22 Lease liabilities

The following table shows the remaining contractual maturities of the Group's lease liabilities at the end of the current and previous reporting periods:

22 租賃負債

下表列示本集團於本報告期末及過往會計期末的租賃負債之剩餘合約到期日：

		2020 二零二零年		2019 二零一九年	
		Present value of the minimum lease payments 最低租賃付款額之現值 $'000 千元	**Total minimum lease payments 最低租賃付款總額 $'000 千元**	Present value of the minimum lease payments 最低租賃付款額之現值 $'000 千元	Total minimum lease payments 最低租賃付款總額 $'000 千元
Within 1 year	一年內	**11**	**13**	932	945
After 1 year but within 2 years	一年後但兩年內	**12**	**13**	—	—
After 2 years but within 5 years	兩年後但五年內	**23**	**25**	—	—
		35	**38**	—	—
Less: total future interest expenses	扣除將來總利息支出		**(5)**		(13)
Present value of lease liabilities	租賃負債之現值		**46**		932

23 Capital and reserves

(a) Movements in components of equity

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

23 股本及儲備

(a) 權益部分變動

本集團之綜合權益中各部分的年初及年末調節於綜合權益變動表內列載。本公司之各個權益部分的年初及年末變動詳情於以下列載：

		Note 附註	Share capital 股本 $'000 千元	Retained profits 收益儲備 $'000 千元	Total 總額 $'000 千元
Balance at 1 January 2019	**於二零一九年一月一日結餘**		252,524	193,505	446,029
Changes in equity for 2019:	**二零一九年權益變動：**				
Adjustment due to amalgamation	與附屬公司合併的調整		—	(9,056)	(9,056)
Actuarial gains and losses of defined benefit retirement plan, net of tax	定額福利退休計劃之精算盈利及虧損（除税後）		—	8,252	8,252
Loss for the year	年度虧損		—	(3,741)	(3,741)
Balance at 31 December 2019 and 1 January 2020		27	252,524	188,960	441,484
Changes in equity for 2020:	**二零二零年權益變動：**				
Actuarial gains and losses of defined benefit retirement plan, net of tax	定額福利退休計劃之精算盈利及虧損（除税後）		**—**	**9,043**	**9,043**
Profit for the year	年度盈利		**—**	**13,803**	**13,803**
Balance at 31 December 2020	**於二零二零年十二月三十一日結餘**	27	**252,524**	**211,806**	**464,330**

23 Capital and reserves (Continued)

(b) Share capital

23 股本及儲備（續）

(b) 股本

		2020 二零二零年 No. of shares 股份數目 '000	2020 二零二零年 $'000 千元	2019 二零一九年 No. of shares 股份數目 '000	2019 二零一九年 $'000 千元
Ordinary shares, issued and fully paid: At 1 January and 31 December	普通股，已發行及繳足股本：於一月一日及十二月三十一日	**373,570**	**252,524**	373,570	252,524

In accordance with section 135 of the Hong Kong Companies Ordinance, the ordinary shares of the Company do not have a par value.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

根據香港《公司條例》第135條，公司股份不再有票面價值。

普通股持有人有權收取不時宣派的股息，並可在本公司大會上每持有一股股份投一票。對於本公司的剩餘資產，所有普通股均享有同等權益。

(c) Nature and purpose of reserves

(c) 備性質及用途

(i) Capital reserve

The capital reserve represents the reserve arising from the capitalisation of retained profits of PRC subsidiaries.

(i) 資本儲備

資本儲備乃指一間中國附屬公司之保留盈利資本化而產生之儲備。

(ii) Exchange fluctuation reserve

The exchange fluctuation reserve comprises all foreign exchange differences arising from the translation of the financial statements of subsidiaries outside Hong Kong and the foreign exchange differences arising from translation of monetary items that in substance form part of the net investment in subsidiaries outside Hong Kong. The reserve is dealt with in accordance with the accounting policy set out in note 1(s).

(ii) 匯兑波動儲備

匯兑波動儲備包括因換算香港以外之附屬公司財務報表產生之所有匯兑差額及因換算貨幣項目（實則部份屬於外地附屬公司之淨投資）之匯兑差額。該儲備根據附註1(s)所載之會計政策而處理。

23 Capital and reserves (Continued)

(d) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing products commensurately with the level of risk and by securing access to finance at a reasonable cost.

As 31 December 2020, the Group has total borrowings amounting to $92,889,000 (2019: $102,230,000). The gearing ratio, representing the ratio of total borrowings to the share capital and reserves of the Group was 17.1% (2019: 19.8%). The Group had bank deposits and cash and cash equivalents as at 31 December 2020 amounting to $156,109,000 (2019: $129,393,000).

The Group actively and regularly reviews and manages its capital structure to maintain a balance between the higher shareholder returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

Neither the Company nor any of its subsidiaries are subject to externally imposed capital requirements.

23 股本及儲備（續）

(d) 資本管理

本集團管理資本的主要目標是要保障集團能夠持續經營，從而繼續為股東提供回報及為其他持股份者帶來好處；以風險水平相稱為產品定價，以及確保獲得合理的融資成本。

於二零二零年十二月三十一日，本集團的借貸總額為92,889,000 元（二零一九年：102,230,000元）。資產負債比率（即借貸總額佔本集團股本及儲備的比率）為17.1%（二零一九年：19.8%）。截至二零二零年十二月三十一日，本集團的銀行存款和現金及等同現金項目總值156,109,000 元（二零一九年：129,393,000 元）。

本集團積極及定期對資本架構展開檢討及管理，以在較高股東回報情況下可能伴隨之較高借貸水平與良好的資本狀況帶來的優勢及保障之間取得平衡，並因應經濟環境的變化對資本架構作出調整。

本公司及其附屬公司均不受外部施加的資本限制要求。

24 Financial risk management and fair values

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to trade receivables. The Group's exposure to credit risk arising from cash and cash equivalents and bank deposits is limited because the counterparties are banks for which the Group considers to have low credit risk.

The Group does not provide any guarantees which would expose the Group to credit risk.

Trade receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer rather than the industry or country in which the customers operate and therefore significant concentrations of credit risk primarily arise when the Group has significant exposure to individual customers. At the end of the reporting period, 20% (2019: 14%) and 44% (2019: 39%) of the total trade and other receivables was due from the Group's largest customer and the five largest customers respectively.

The Group measures loss allowances for trade receivables at an amount equal to lifetime ECLs, taken into account historical data, current conditions and the Group's view of economic conditions over the expected lives of the receivables. Further quantitative disclosure in respect of the Group's exposure to credit risk arising from trade receivables is set out in note 15.

24 金融風險管理及公允價值

本集團在一般業務過程中存在信貸、流動資金、利率風險及外匯風險。本集團面對該等風險程度及本集團所採用管理該等風險之財務管理政策及慣例，載述如下。

(a) 信貸風險

信貸風險指交易對手違約其合約責任導致本集團財務虧損的風險。本集團的信貸風險主要來自應收貿易賬款。本集團因現金及等同現金項目及銀行存款而產生的信貸風險有限，因為交易對手為本集團認為信貸風險較低的銀行。

本集團並無因作出其他擔保而面對信貸風險。

應收貿易賬

本集團的信貸風險主要受每名客戶的個別特徵影響，多於受客戶的經營所在地或行業的影響。因此，當本集團認為個別客戶有重大風險時，將會令信貸風險更為集中。於報告期末，應收貿易及其他賬項總額的20%（二零一九年：14%）及44%（二零一九年：39%）分別來自本集團最大客戶及五大客戶。

本集團以終身預期信貸虧損的金額計量應收貿易賬的虧損撥備，該撥備以撥備模型計算。由於本集團的過往的信貸虧損經驗並未表明不同客戶群的虧損模式存在顯著差異，因此基於過期狀態的虧損撥備不會進一步區分本集團的不同客戶群。本集團的應收貿易賬款產生的信貸風險，其進一步的定量披露已載於附註15。

24 Financial risk management and fair values (Continued)

24 金融風險管理及公允價值（續）

(a) Credit risk (Continued)

(a) 信貸風險（續）

Trade receivables (Continued)

應收貿易賬（續）

Movement in the loss allowance account in respect of trade receivables during the year is as follows:

年內應收貿易賬的虧損撥備變動如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Balance 1 January	於一月一日	**271**	531
Exchange adjustments	匯兑調整	**1**	(1)
Uncollectible amounts written off during the year	年內冲銷不可收回金額	**(599)**	(255)
Net provision for/(reversal of) impairment of trade and other receivables	貿易及其他應收賬款淨減值撥備／（撥回）	**1,090**	(4)
Balance at 31 December	於十二月三十一日	**763**	271

Amounts due from holding companies, fellow subsidiaries and related companies (trade-related)

Credit risk in respect of amounts due from holding companies, fellow subsidiaries and related companies (trade-related) is limited as they had sufficient reserves of resources to settle the amounts as they fall due and there was no history of default. Accordingly, no loss allowance was recognised at 31 December 2020 and 2019.

控股公司、同系附屬公司和關連公司（與貿易有關）的應收款項

控股公司、同系附屬公司和關連公司（與貿易有關）的應收款項的信用風險是有限的，因為它們有足夠的資源儲備來應付到期的款項，並且沒有違約的歷史。因此，於二零二零年十二月三十一日及二零一九年十二月三十一日未確認任何損失撥備。

24 Financial risk management and fair values (Continued)

24 金融風險管理及公允價值（續）

(b) Liquidity risk

(b) 流動資金風險

Individual operating entities within the Group are responsible for their own cash management. The Group regularly monitors its liquidity requirements to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions and related parties to meet its liquidity requirements in the short and longer term.

個別經營實體須負責其本身的現金管理及按照本集團政策定期監察其流動資金需要，以確保其維持充裕之現金儲備及主要財務機構承諾提供足夠資金額度，以滿足其短期及長期之流動資金需求。

The following table shows the remaining contractual maturities at the end of the reporting period of the Group's financial liabilities, which are based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of the reporting period) and the earliest date the Group can be required to pay:

下表就本集團於結算日財務負債之尚餘合約期限作詳細分析，並以訂約未貼現現金流量（即包括按訂約息率計算之利息支出，或如屬浮息類別，按結算日當日之息率計算之利息支出）及本集團可被追索之最早還款日期作出分析基準。

		2020 二零二零年				
		Contractual undiscounted cash outflow 合約上未貼現的現金流量				
		Within 1 year or on demand 一年內或於要求時到期 $'000 千元	More than 1 year but less than 2 years 一年後但兩年內 $'000 千元	More than 2 years but less than 5 years 兩年後但五年內 $'000 千元	Total 總額 $'000 千元	Carrying amount 賬面額 $'000 千元
Trade and other payables	應付貿易及其他賬項	**83,027**	**—**	**—**	**83,027**	**83,027**
Loan from an intermediate holding company	中介控股公司之貸款	**52,103**	**38,511**	**—**	**90,614**	**89,035**
Loan from a related company	關連公司貸款	**4,022**	**—**	**—**	**4,022**	**3,854**
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	**9,418**	**—**	**—**	**9,418**	**9,418**
Amounts due to related companies	應付關連公司賬項	**12,975**	**—**	**—**	**12,975**	**12,975**
Lease liabilities	租賃負債	**13**	**13**	**25**	**51**	**46**
		161,558	**38,524**	**25**	**200,107**	**198,355**

		2019 二零一九年			
		Contractual undiscounted cash outflow 合約上未貼現的現金流量			
		Within 1 year or on demand 一年內或於要求時到期 $'000 千元	More than 1 year but less than 2 years 一年後但兩年內 $'000 千元	Total 總額 $'000 千元	Carrying amount 賬面額 $'000 千元
Trade and other payables	應付貿易及其他賬項	83,301	—	83,301	83,301
Loan from an intermediate holding company	中介控股公司之貸款	53,884	52,235	106,119	102,230
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	9,410	—	9,410	9,410
Amounts due to related companies	應付關連公司賬項	8,632	—	8,632	8,632
Lease liabilities	租賃負債	945	—	945	932
		156,172	52,235	208,407	204,505

24 Financial risk management and fair values (Continued)

24 金融風險管理及公允價值（續）

(c) Interest rate risk

The Group's interest rate risk arises primarily from interest-bearing borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. The Group monitors the level of its variable rate borrowings. The Group's interest rate profile as monitored by management is set out in (i) below.

(c) 利率風險

本集團之利率風險主要由計息貸款產生。本集團會監控浮動利率的貸款水平。本集團由管理層監控的利率結構載於下文(i)。

(i) Interest rate profile

The following table details the interest rate profile of the Group's borrowings at the end of the reporting period:

(i) 利率結構

下表為本集團於結算日之中介控股公司之貸款之利率結構：

		2020 二零二零年		2019 二零一九年	
		Effective interest rate 實際利率 %	**Amount 金額 $'000 千元**	Effective interest rate 實際利率 %	Amount 金額 $'000 千元
Fixed rate borrowings:	定息貸款：				
— Loan from a related company	關連公司貸款	**4.35**	**3,854**	—	—
— Lease liabilities	租賃負債	**3.81**	**46**	2.22	932
			3,900		**932**
Variable rate borrowings:	浮動利率貸款：				
— Loan from an intermediate holding company	— 中介控股公司之貸款	**1.76**	**89,035**	3.34	102,230
Total borrowings	貸款總額		**92,935**		103,162
Fixed rate borrowings as a percentage of total borrowings	定息貸款佔貸款總額百份比		**4.2%**		1.0%

(ii) Sensitivity analysis

At 31 December 2020, it is estimated that a general increase/decrease of 100 basis points in interest rates, with all other variables held constant, would have decreased/increased the Group's profit after taxation and the Group's retained profits by approximately $890,000 (2019: $1,022,000). The tax effect was assumed to be nil as the entity which has drawn down the loan had unrecognised tax losses for deferred tax purposes and it is not probable that it will generate future taxable profits against which the tax losses can be utilised.

The sensitivity analysis above indicates the instantaneous change in the Group's profit after taxation and retained profits in respect of the exposure to cash flow interest rate risk arising from floating rate instruments held by the Group at the end of the reporting period. The impact on the Group's profit after taxation and retained profits is estimated as an annualised impact on interest expense of such a change in interest rates.

(ii) 敏感性分析

於二零二零年十二月三十一日，估計利率上升／下跌一百點子，在其他可變動因素保持不變的情況下，本集團本年度除税後盈利及累計盈利將減少／增加約890,000元（二零一九年：1,022,000元）。由於未能確定未來能夠獲得足夠應課税盈利以抵扣税務虧損，舉債公司並未確認税務虧損所致之遞延税項，因此假設並無税務影響。

以上敏感性分析顯示本集團的除税後盈利及累計盈利之即時變化，乃由於本集團於結算日所持有的浮動利率工具，引致本集團面臨現金流利率風險所產生。本集團除税後盈利及累計盈利的影響是以該等利率變化對利息費用的年度影響作估計。

24 Financial risk management and fair values

(Continued)

(d) Currency risk

The Group is exposed to currency risk primarily through sales, purchases, borrowings, expenses and recharges amongst group entities which give rise to receivables, payables, loans and cash balances that are denominated in a foreign currency, i.e. a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily United States dollars and Euros.

For group entities whose functional currency is Hong Kong dollars, all sales and purchases are denominated in either Hong Kong dollars or United States dollars, except for certain purchases from Europe. Given that Hong Kong dollar is pegged to the United States dollar, management do not expect that there will be any significant currency risk associated with such United States dollar denominated transactions. For transactions denominated in Euros, management monitor the level of exposure closely and take actions such as an earlier settlement considering movements in the exchange rate.

For group entities whose functional currency is Renminbi, except for certain transactions amongst group entities that are denominated in either Hong Kong dollars or United States dollars, most of other transactions are denominated in Renminbi. For those transactions amongst group entities denominated in United States dollars or Hong Kong dollars, management consider the transaction amounts are not significant and the exposure to currency risk is low.

The Group's exposure to currency risk and its policies for managing such risk were unchanged from 2019.

24 金融風險管理及公允價值（續）

(d) 外匯風險

本集團主要因買賣交易，借款，集團之間的費用及回付產生以外幣（即就該交易而言並非相關業務之功能貨幣）為單位之應收賬款、應付賬款、借款及現金結存，因而面對外匯風險。引致外幣風險之貨幣主要包括美元及歐羅。

對於集團內以港元作功能貨幣的各個實體，除某些貨品由歐洲或日本進行採購外，所有銷貨及購貨均以港元或美元作交易貨幣。由於港元與美元掛鈎，故本集團預期美元／港元匯率不會有大幅變動。至於以歐羅及日元計價之交易，管理層密切監控其面對的風險水平，並應因匯率變動採取措施，如提前結帳。

對於集團內以人民幣作功能貨幣的各個實體，除了對集團內交易是以港元或美元作單位，其他交易是以人民幣作單位。有關集團內以美元或港元作單位的交易，管理層認為交易金額不重大，須面對的有關外匯風險不大。

本集團承受外匯風險及其管理政策與二零一九年相同。

24 Financial risk management and fair values (Continued)

24 金融風險管理及公允價值（續）

(d) Currency risk (Continued)

(d) 外匯風險（續）

(i) Exposure to currency risk

(i) 承受之外匯風險

The following tables detail the Group's significant exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. For presentation purposes, the amounts of the exposure are shown in Hong Kong dollars, translated using the spot rates at the year end date. Differences resulting from the translation of the financial statements of subsidiaries outside Hong Kong into the Group's presentation currency and the exposure arising from the borrowings from group entities that in substance form part of the net investment in subsidiaries are excluded.

下表就本集團結算日並非以相關實體功能貨幣計值的已確認資產或負債所承受之外匯風險作出詳細分析。下表不包括集團內因對附屬公司作出借款（該借款實際為組成對附屬公司的淨投資的一部份）而產生的風險。下表的金額乃按結算日之匯率兑換為港幣作呈列之用。因匯兑香港以外附屬公司之財務報表為本集團的呈列貨幣而產生的差額並不包括在內。

		Exposure to foreign currencies (expressed in Hong Kong dollars) 外幣風險（按港元計算）			
		2020 二零二零年		2019 二零一九年	
		United States dollars 美元 $'000 千元	Euros 歐羅 $'000 千元	United States dollars 美元 $'000 千元	Euros 歐羅 $'000 千元
Trade and other receivables	應收貿易及其他賬項	—	—	—	481
Cash and cash equivalents	現金及等同現金項目	17,520	1	14,646	281
Trade and other payables	應付貿易及其他賬項	—	(771)	—	(1,000)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項	(7,596)	—	(8,268)	—
Net exposure	風險承擔淨額	9,924	(770)	6,378	(238)

24 Financial risk management and fair values (Continued)

24 金融風險管理及公允價值（續）

(d) Currency risk (Continued)

(d) 外匯風險（續）

(ii) Sensitivity analysis

(ii) 敏感性分析

The following table indicates the instantaneous change in the Group's profit after taxation and retained profits that would have arisen if foreign exchange rates to which the group entities had significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant. In this respect, it is assumed that the pegged rate between the Hong Kong dollar and the United States dollar would be materially unaffected by any changes in movement in value of the United States dollar against other currencies. Also, the tax effect was assumed to be nil for the entities which had unrecognised tax losses for deferred tax purposes since it is not probable that they will generate future taxable profits against which tax losses could be utilised.

下表顯示本集團於結算日時具重大風險之外幣匯率於當日變動對本集團之除税後盈利及累計盈利之即時影響，已假設其他風險變數不變。就此而言，已假設港元及美元之間的聯繫匯率大致上不受美元兑其他貨幣之價值變動所影響。並且，由於未能確定未來能夠獲得足夠應課税盈利以抵扣税務虧損，實體有未確認税務虧損所致之遞延税項，因此假設並無税務影響。

		2020 二零二零年			2019 二零一九年		
		Increase/ (decrease) in foreign exchange rates 外匯匯率 上升／（下跌）	**Increase/ (decrease) in profit after taxation 除税後盈利 增加／（減少） $'000 千元**	**Increase/ (decrease) in retained profits 累計盈利 增加／（減少） $'000 千元**	Increase/ (decrease) in foreign exchange rates 外匯匯率 上升／（下跌）	Increase/ (decrease) in profit after taxation 除税後盈利 增加／（減少） $'000 千元	Increase/ (decrease) in retained profits 累計盈利 增加／（減少） $'000 千元
United States dollars	美元	**10%**	**992**	**992**	10%	638	638
		(10)%	**(992)**	**(992)**	(10)%	(638)	(638)
Euros	歐羅	**10%**	**(77)**	**(77)**	10%	(24)	(24)
		(10)%	**77**	**77**	(10)%	24	24

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group entities' profit or loss measured in the respective functional currencies, translated into Hong Kong dollars at the exchange rate ruling at the end of the reporting period for presentation purposes.

上表所呈列之分析結果指本集團各個實體以個別功能貨幣計量（為呈報目的，已按結算日之匯率兑換為港元）之本年度損益之即時合併影響。

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period, including inter-company payables and receivables within the Group which are denominated in a currency other than the functional currency of the lender or the borrower. The analysis excludes differences that would result from the translation of the financial statements of subsidiaries outside Hong Kong into the Group's presentation currency and the borrowings from group entities that in substance form part of the net investment in subsidiaries. The analysis has been performed on the same basis as for 2019.

敏感性分析已假設外幣匯率之變動已用於重新計量本集團所持有並於結算日使本集團面臨外匯風險之金融工具，包括集團間以並非借方或貸方之功能貨幣作單位的應收及應付賬項。此變動代表管理層對截至下一年度結算日的匯率可能變動的合理評估。此分析不包括將香港以外附屬公司之財務報表換算成本集團之呈列貨幣所產生之差額。該項分析按與二零一九年相同之基準進行。

24 Financial risk management and fair values (Continued)

24 金融風險管理及公允價值（續）

(e) Fair values

Except for the loan from an intermediate holding company (note 19) and loan from related companies (note 19), other non-trade balances with holding companies, fellow subsidiaries and related companies are unsecured, interest-free and recoverable/repayable on demand. Given these terms, it is not meaningful to disclose their fair values.

All other significant financial assets and liabilities are carried at amounts not materially different from their fair values as at 31 December 2020 and 2019.

(e) 公允價值

與控股公司，同系附屬公司及關連公司的非貿易賬項結餘均為無抵押及免息且按需求收回／或還款，中介控股公司貸款（附註19）除外。鑑於該等條款，披露其公允值之意義不大。

所有其他重大金融資產及負債的賬面價值均與其於二零二零年及二零一九年十二月三十一日的公允價值並無重大差異。

(f) Offsetting financial assets and financial liabilities

Provision for discounts, rebates and promotional incentives are either included in trade and other payables or offset against trade receivables when the Group has a legally enforceable right to set off the recognised amounts and intends to settle on a net basis.

The Group holds cash deposits as collateral over certain trade receivables, which are included in trade payables and not offset against trade receivables as the Group does not have a legally enforceable right to set off the recognised amounts.

The following tables set out the carrying amounts of recognised financial instruments that are subject to the above arrangements.

(f) 金融資產及金融負債抵銷

折扣、回佣及推廣優惠計提一般會計入應付貿易及其他賬項。若本集團有權合法強制抵銷已確認金額，並擬按淨額基準結算時，會與應收貿易賬項於綜合財務狀況表內互相抵銷。

本集團持有現金按金作為若干應收貿易賬項之抵押品，該等按金計入應付貿易賬項中，並無與應收貿易賬項互相抵銷，原因為本集團並無合法強制抵銷該等已確認金額之權力。

下表載列受上述安排限制之已確認金融工具之賬面值。

			2020 二零二零年				
		Note 附註	Gross amounts of recognised financial instruments in the consolidated statement of financial position 於財務狀況表已確認金融工具之金額 $'000 千元	Related financial instruments offset in the consolidated statement of financial position 於財務狀況表抵銷相關金融工具之金額 $'000 千元	Net amounts presented in the consolidated statement of financial position 於財務狀況表之淨額 $'000 千元	Related amounts not offset in the consolidated statement of financial position — cash collateral received 於財務狀況表沒有抵銷相關之款項 – 收取現金抵押品 $'000 千元	Net amount 淨額 $'000 千元
Financial assets	**金融資產**						
Trade and other receivables	應收貿易及其他賬項	15					
— Trade receivables	– 應收貿易賬項		**58,515**	**(26,830)**	**31,685**	**(1,801)**	**29,884**
— Financial assets not in the scope of offsetting disclosures	– 金融資產不在抵銷之披露範圍		**11,090**	**—**	**11,090**	**—**	**11,090**
Financial liabilities	**金融負債**						
Trade and other payables	應付貿易及其他賬項	18					
— Trade payables	– 應付貿易賬項		**64,653**	**(26,830)**	**37,823**	**—**	**37,823**
— Financial liabilities not in the scope of offsetting disclosures	– 金融負債不在抵銷之披露範圍		**45,204**	**—**	**45,204**	**(1,801)**	**43,403**

24 Financial risk management and fair values (Continued)

24 金融風險管理及公允價值（續）

(f) Offsetting financial assets and financial liabilities (Continued)

(f) 金融資產及金融負債抵銷（續）

		Note 附註	2019 二零一九年 Gross amounts of recognised financial instruments in the consolidated statement of financial position 於財務狀況表已確認金融工具之金額 $'000 千元	Related financial instruments offset in the consolidated statement of financial position 於財務狀況表抵銷相關金融工具之金額 $'000 千元	Net amounts presented in the consolidated statement of financial position 於財務狀況表之淨額 $'000 千元	Related amounts not offset in the consolidated statement of financial position — cash collateral received 於財務狀況表沒有抵銷相關之款項 – 收取現金抵押品 $'000 千元	Net amount 淨額 $'000 千元
Financial assets	**金融資產**						
Trade and other receivables	應收貿易及其他賬項	15					
— Trade receivables	– 應收貿易賬項		63,697	(24,326)	39,371	(1,691)	37,680
— Financial assets not in the scope of offsetting disclosures	– 金融資產不在抵銷之披露範圍		12,028	—	12,028	—	12,028
Financial liabilities	**金融負債**						
Trade and other payables	應付貿易及其他賬項	18					
— Trade payables	– 應付貿易賬項		68,571	(24,326)	44,245	—	44,245
— Financial liabilities not in the scope of offsetting disclosures	– 金融負債不在抵銷之披露範圍		39,951	—	39,951	(1,691)	38,260

The gross amounts of financial assets and financial liabilities and their net amounts as presented in the consolidated statement of financial position that are disclosed in the above tables are measured in the consolidated statement of financial position at amortised cost.

上表所披露有關於財務狀況表中呈列之金融資產及金融負債之金額，以及於財務狀況表中其淨額是按攤銷成本列賬。

The amounts in the above tables that are offset in the consolidated statement of financial position are measured on the same basis.

上表所列已於財務狀況表中抵銷之金額乃按相同基準列賬。

25 Capital commitments

25 資本承擔

Capital commitments outstanding at 31 December 2020 not provided for in the financial statements were as follows:

於二零二零年十二月三十一日，未在財務報表中撥備之未付資本承擔詳情如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Contracted for	已訂約	**7,272**	3,428
Authorised but not contracted for	已批准但未訂約	**18,536**	7,250
		25,808	10,678

26 Material related party transactions

In addition to the transactions and balances disclosed elsewhere in these financial statements, the Group entered into the following material related party transactions:

(a) Transactions with group companies

		Note 附註	Amounts 金額 2020 二零二零年 $'000 千元	Amounts 金額 2019 二零一九年 $'000 千元	Due from/(to) balances at year end 應收／(付)年底結存 2020 二零二零年 $'000 千元	Due from/(to) balances at year end 應收／(付)年底結存 2019 二零一九年 $'000 千元
Purchases from	購自	(i)				
— intermediate holding companies	— 中介控股公司		**1,036**	1,950	**—**	(116)
— fellow subsidiaries	— 同系附屬公司		**3,197**	2,764	**(732)**	(289)
— related companies	— 關連公司		**30,665**	27,783	**(7,084)**	(5,051)
Sales to	售予	(i)				
— an intermediate holding company	— 中介控股公司		**212,511**	210,664	**16,723**	19,082
— fellow subsidiaries	— 同系附屬公司		**237**	97	**—**	70
Royalty payments to	支付專利權費用	(ii)				
— intermediate holding companies	— 中介控股公司		**948**	1,041	**(17)**	(14)
— a related company	— 關連公司		**1,647**	1,823	**(5,891)**	(3,581)
Interest expense payable to	利息支出					
— an intermediate holding company	— 中介控股公司	(iii)	**2,238**	4,303	**(142)**	(295)

Notes:

(i) Sales to and purchases from group companies were carried out at terms mutually agreed by both parties. The terms of the outstanding balances are set out in note 16.

Related companies are related to the Group as their ultimate holding company has a significant influence over the Group.

(ii) Royalties are payable to intermediate holding companies and a related company for the use of certain trademarks pursuant to relevant licensing agreements.

(iii) Interest expense was paid for the loan from an intermediate holding company.

These transactions also constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules, except for the purchases from related companies, which the directors do not consider to be connected transactions under the Listing Rules.

26 重大關連人士交易

除本財務報表另有披露之交易及結餘外，本集團已訂立以下重大關連人士交易：

(a) 集團內主要關連交易

附註：

(i) 此等交易按雙方同意之條款進行。有關其結餘之條款於附註16內列明。

關連公司與本集團有關連因其最終控股公司對本集團有重大影響。

(ii) 專利權是指就有關特許合同所訂，因使用個別商標支付予中介控股公司及關連公司的費用。

(iii) 利息支出乃自關連公司的貸款。

根據上市規則第14A章，此等交易（購自關連公司之交易除外）構成關連交易或持續關連交易。因應有關條例，本公司董事對採購自關連公司交易不考慮為關連交易。

26 Material related party transactions (Continued)

26 重大關連人士交易（續）

(b) Other transactions with group companies

(b) 集團內其他關連交易

		Amounts 金額		Due from/(to) balances at year end 應收／（付）年底結存	
		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元	**2020 二零二零年 $'000 千元**	2019 二零一九年 $'000 千元
Expenses paid by the Group on behalf of group companies	由本集團代關連公司代支費用				
— intermediate holding companies	— 中介控股公司	**3,076**	(403)	**95**	434
— fellow subsidiaries	— 同系附屬公司	**57**	94	**11**	9
— a related company	— 關連公司	**8,317**	6,795	**1,260**	1,492
Expenses paid by group companies on the Group's behalf	由關連公司代本集團代支費用				
— intermediate holding companies	— 中介控股公司	**4,005**	975	**(8,523)**	(8,692)
— fellow subsidiaries	— 同系附屬公司	**—**	—	**(4)**	(4)

(c) Key management personnel remuneration

(c) 主要管理人員酬金

Remuneration for key management personnel of the Group, including amounts paid to the Company's directors as disclosed in note 7 and the highest paid employees as disclosed in note 8, is as follows:

本集團主要管理人員之酬金（包括附註7所披露向本公司董事支付之款項及附註8所披露向若干最高薪僱員支付之款項）如下：

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Short-term employee benefits	短期僱員福利	**18,267**	18,734
Post-employment benefits	離職後福利	**933**	906
		19,200	19,640

Total remuneration is included in "staff costs" (see note 5(b)).

總酬金已計入「員工薪酬」內（見附註5(b)）。

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

27 Company-level statement of financial position 27 本公司 — 財務狀況表

		Note 附註	2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Non-current assets	**非流動資產**			
Property, plant and equipment	物業、機器及設備		**312,967**	321,773
Investment properties	投資物業		**116,882**	121,613
			429,849	443,386
Intangible assets	無形資產		**4,771**	4,771
Investments in subsidiaries	附屬公司權益		**1,690**	4,343
			436,310	452,500
Current assets	**流動資產**			
Inventories	存貨		**31,271**	27,947
Trade and other receivables	應收貿易及其他賬項		**35,115**	44,720
Amounts due from holding companies and fellow subsidiaries	應收控股公司及同系附屬公司賬項		**9,941**	16,052
Amount due from a related company	應收關連公司賬項		**1,260**	1,492
Bank deposits	銀行存款		**20,007**	22,661
Cash and cash equivalents	現金及等同現金項目		**76,057**	46,350
			173,651	159,222
Current liabilities	**流動負債**			
Trade and other payables	應付貿易及其他賬項		**(46,502)**	(50,612)
Loan from an intermediate holding company	中介控股公司之貸款		**(50,877)**	(51,115)
Amounts due to holding companies and fellow subsidiaries	應付控股公司及同系附屬公司賬項		**(587)**	(763)
Amounts due to related companies	應付關連公司賬項		**(7,083)**	(4,998)
Lease liabilities	租賃負債		**(11)**	—
Current tax payable	應付稅項		**—**	(894)
			(105,060)	(108,382)
Net current assets	**流動資產淨值**		**68,591**	50,840

27 Company-level statement of financial position 27 本公司 — 財務狀況表（續）

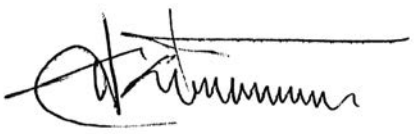
		Note 附註	2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元
Total assets less current liabilities	**總資產減流動負債**		**504,901**	503,340
Non-current liabilities	**非流動負債**			
Loan from an intermediate holding company	中介控股公司之貸款		**(38,158)**	(51,115)
Retirement benefit liabilities	退休福利負債		**(2,378)**	(10,741)
Lease liabilities	租賃負債		**(35)**	—
			(40,571)	(61,856)
NET ASSETS	**資產淨值**		**464,330**	441,484
CAPITAL AND RESERVES	**股本及儲備**	23(a)		
Share capital	股本		**252,524**	252,524
Other reserves	其他儲備		**211,806**	188,960
TOTAL EQUITY	**權益總額**		**464,330**	441,484

Approved and authorised for issue by the board of directors on 1 March 2021.

經由董事會於二零二一年三月一日批准及授權刊發。



Ramon S. Ang 蔡啓文
Director *董事*



Ramon G. Torralba 杜華博
Director *董事*

NOTES TO THE FINANCIAL STATEMENTS 財務報表附註

(Expressed in Hong Kong dollars unless otherwise indicated) （除另有指示外，均按港幣計算）

28 Immediate and ultimate controlling party

At 31 December 2020, the directors consider the immediate parent and ultimate controlling party of the Group to be Neptunia Corporation Limited and Top Frontier Investment Holdings, Inc. respectively. Neptunia Corporation Limited is incorporated in Hong Kong while Top Frontier Investment Holdings, Inc. is incorporated in the Republic of the Philippines. Top Frontier Investment Holdings, Inc. produces financial statements available for public use.

28 直接及最終控股公司

於二零二零年十二月三十一日，董事認為本集團的直接母公司及最終控股公司分別為立端利有限公司及Top Frontier Investment Holdings, Inc.。立端利有限公司於香港註冊成立而Top Frontier Investment Holdings, Inc.則於菲律賓共和國註冊成立。Top Frontier Investment Holdings, Inc.編製財務報表予公眾使用。

29 Possible impact of amendments, new standards and interpretations issued but not yet effective for the year ended 31 December 2020

Up to the date of issue of these financial statements, the HKICPA has issued a number of amendments, and a new standard, HKFRS 17, *Insurance contracts*, which are not yet effective for the year ended 31 December 2020 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

	Effective for accounting periods beginning on or after
Amendments to HKFRS 3, *Reference to the Conceptual Framework*	1 January 2022
Amendments to HKAS 16, *Property, Plant and Equipment: Proceeds before Intended Use*	1 January 2022
Amendments to HKAS 37, *Onerous Contracts — Cost of Fulfilling a Contract*	1 January 2022
Annual Improvements to HKFRSs 2018-2020 Cycle	1 January 2022

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements.

29 已頒布但未於截至二零二零年十二月三十一日止年度生效的準則修訂、新準則及詮釋可能造成的影響

截至本財務報表刊發日，香港會計師公會已頒布多項於截至二零二零年十二月三十一日止年度仍未生效的準則修訂、新準則及詮釋，而本財務報表並無採納該等修訂及新準則。其中，以下與本集團有關：

	於下列日期或之後開始之會計期間生效
香港財務報告準則第三號（修訂）*對概念框架之提述*	二零二一年一月一日
香港會計準則第十六號（修訂）*物業、機器及設備：擬定用途前所得之款項*	二零二一年一月一日
香港會計準則第三十七號（修訂）虧損性合約 — 履行合約之成本	二零二一年一月一日
香港財務報告準則二零一八年至二零二零年週期之年度改進	二零二一年一月一日

本集團正評估該等準則修訂於首次應用時之影響，到目前為止，本集團認為採納該等準則修訂對本集團的綜合財務報表構成重大影響的可能性不大。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

Independent auditor's report to the members of San Miguel Brewery Hong Kong Limited
(Incorporated in Hong Kong with limited liability)

致香港生力啤酒廠有限公司成員

(於香港註冊成立的有限公司)

OPINION

We have audited the consolidated financial statements of San Miguel Brewery Hong Kong Limited ("the Company") and its subsidiaries ("the Group") set out on pages 66 to 133, which comprise the consolidated statement of financial position as at 31 December 2020, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement 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 2020 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards ("HKFRSs") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the Hong Kong Companies Ordinance.

意見

本核數師(以下簡稱「我們」)已審計列載於第66至133頁的香港生力啤酒廠有限公司(以下簡稱「貴公司」)及其附屬公司(以下統稱「貴集團」)的綜合財務報表,此財務報表包括於二零二零年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合收益表、綜合全面收益表、綜合權益變動表和綜合現金流量表,以及綜合財務報表附註,包括主要會計政策概要。

我們認為,該等綜合財務報表已根據香港會計師公會頒布的《香港財務報告準則》真實而中肯地反映了貴集團於二零二零年十二月三十一日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量,並已遵照香港《公司條例》妥為擬備。

BASIS FOR OPINION

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

意見的基礎

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

KEY AUDIT MATTERS

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

關鍵審計事項

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

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

Assessing potential impairment of property, plant and equipment — Hong Kong brewery operations **評估物業、機器及設備 — 香港釀酒業務的減值的可能性**	
Refer to note 11 to the consolidated financial statements and the accounting policies on pages 77-78 *請參閱綜合財務報表附註11及第77至78頁的會計政策*	
The Key Audit Matter **關鍵審計事項**	**How the matter was addressed in our audit** **關鍵審計事項在審核中處理方法**
In view of the loss (excluding government subsidies received during the year) incurred by the Group's Hong Kong brewery operations, management considered that indicators of impairment of the Group's property, plant and equipment used in Hong Kong brewery operations existed at 31 December 2020. 鑑於貴集團香港釀酒業務錄得的虧損(不包含本年度收取的政府補貼),管理層認為於二零二零年十二月三十一日貴集團用於香港釀酒業務的物業、機器及設備存在減值跡象。 Accordingly, management assessed whether there was any impairment of the Group's property, plant and equipment used in the Hong Kong brewery operations, at 31 December 2020, which was assessed by preparing a value in use calculation based on a discounted cash flow analysis. 因此,管理層評估於二零二零年十二月三十一日貴集團用於香港釀酒業務的物業,機器及設備是否需要減值,並基於已貼現現金流分析編製使用價值計算方法進行評估。 The discounted cash flow analysis used to assess the risk of potential impairment was based on a number of assumptions, which included revenue forecasts and estimations of future discounts, future variable costs and fixed costs as well as future inflation in Hong Kong and long-term growth rates. The determination of these assumptions requires management to exercise significant judgement and is subject to inherent uncertainty. 用於評估潛在減值風險的已貼現現金流分析乃基於多項假設,包括收入預測及未來折扣估計、未來可變成本及固定成本以及香港未來通脹及長期增長率。這些假設的釐定需要管理層作出重大判斷且受限於固有的不確定因素。	Our audit procedures to assess potential impairment of property, plant and equipment used in Hong Kong brewery operations included the following: 我們評估物業、機器及設備 — 香港釀酒業務減值可能性的審計程序包括以下方面: • engaging our internal valuation specialists to assist us in assessing the methodology applied by management in its discounted cash flow analysis with reference to the requirements of the prevailing accounting standards; 聘任我們的內部估值師協助我們在參考現行會計準則後對管理層在其已貼現現金流分析時應用的方法進行評估; • critically challenging the key assumptions and forecasts adopted by management in its preparation of the discounted cash flow analysis by referring to industry and other available third party information, the recent financial performance of the Hong Kong brewery operations and management's budgets and plans for the operations in 2021 and beyond; 參考行業及其他可獲取的第三方資料、香港釀酒業務近期的財務表現及管理層為二零二一年及其後業務制定的預算及計劃後,審慎評估管理層於編製已貼現現金流分析時採納的關鍵假設及預測; • engaging our internal valuation specialists to assist us in assessing the discount rate used by management in its discounted cash flow analysis by recalculating an appropriate discount rate with reference to available financial information of other listed brewing companies in Asia Pacific and considering region and industry specific risk premiums; 聘任我們的內部估值師,協助我們透過參考亞太區其他上市啤酒公司可獲取的財務資料並計及地區與行業特定風險溢價後重新計算的適當貼現率,以對管理層於其已貼現現金流分析中使用的貼現率進行評估;

Assessing potential impairment of property, plant and equipment — Hong Kong brewery operations **評估物業、機器及設備 — 香港釀酒業務的減值的可能性**	
Refer to note 11 to the consolidated financial statements and the accounting policies on pages 77-78 *請參閱綜合財務報表附註11及第77至78頁的會計政策*	
The Key Audit Matter **關鍵審計事項**	**How the matter was addressed in our audit** **關鍵審計事項在審核中處理方法**
We identified assessing potential impairment of property, plant and equipment used in Hong Kong brewery operations as a key audit matter because of the significant judgement and estimation required to be exercised by management in forecasting future revenue, variable costs and fixed costs and in determining an appropriate discount rate and also because of the magnitude of the assets under consideration and the possibility of management bias in the selection of the key assumptions. 我們將評估物業、機器及設備 — 香港釀酒業務的可能減值確定為關鍵審計事項，此乃由於管理層預測未來收入、未來可變成本及未來固定成本以及釐定適當貼現率時須作出重大判斷及估計，亦由於待審議資產的規模及管理層選擇關鍵假設時或有偏頗。	• comparing the actual performance and results of the Hong Kong brewery operations for the current year with the key assumptions and forecasts adopted by management in the discounted cash flow analysis for the prior year to assess the accuracy of management's forecasting process and making enquiries of management as to the reasons for any significant variations identified and whether they have been considered in the current year's key assumptions and forecasts; and 將香港釀酒業務於本財政年度的實際表現及業績與管理層於過往年度的已貼現現金流量分析中採納的關鍵假設及預測進行比較，以評估管理層預測程序的準確度及就已識別的任何重大變動的原因及於本財政年度的關鍵假設及預測當中是否已考慮上述因素向管理層作出查詢；及 • performing sensitivity analysis for the discount rate, the sales growth rate and operating costs in the discounted cash flow analysis and considering in greater detail the information used to derive the most sensitive assumptions and whether there were any indicators of management bias in their selection. 對已貼現現金流分析的貼現率、銷售增長率及經營成本進行敏感度分析，並考慮得出最敏感假設所使用的更詳盡資料，及管理層的選擇是否有任何偏頗的跡象。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

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

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

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

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

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

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

綜合財務報表及其核數師報告以外的信息

董事需對其他資料負責。其他資料包括刊載於年報內的全部資料，但不包括綜合財務報表及我們的核數師報告。

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

結合我們對綜合財務報表的審計，我們的責任是閱讀其他資料，在此過程中，考慮其他資料是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。

基於我們已執行的工作，如果我們認為其他資料存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事就綜合財務報表須承擔的責任

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

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

審計委員會協助董事履行監督貴集團的財務報告過程的責任。

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

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

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

核數師就審計綜合財務報表承擔的責任

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

合理保證是高水平的保證，但不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或滙總起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

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

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。

- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。

- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

INDEPENDENT AUDITOR'S REPORT 獨立核數師報告

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with 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 communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

核數師就審計綜合財務報表承擔的責任（續）

- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。

- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映交易和事項。

- 就貴集團內實體或業務活動的財務信息獲取充足、適當的審計憑證，以便對綜合財務報表發表意見。我們負責貴集團審計的方向、監督和執行。我們為審計意見承擔全部責任。核數師就審計綜合財務報表承擔的責任。

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

我們還向審計委員會提交聲明，說明我們已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及為消除對獨立性的威脅所採取的行動或防範措施（若適用）。

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.

The engagement partner on the audit resulting in this independent auditor's report is Cheng Mei Yan Hilary.

核數師就審計綜合財務報表承擔的責任（續）

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

出具本獨立核數師報告的審計項目合夥人是鄭美恩。

KPMG
Certified Public Accountants

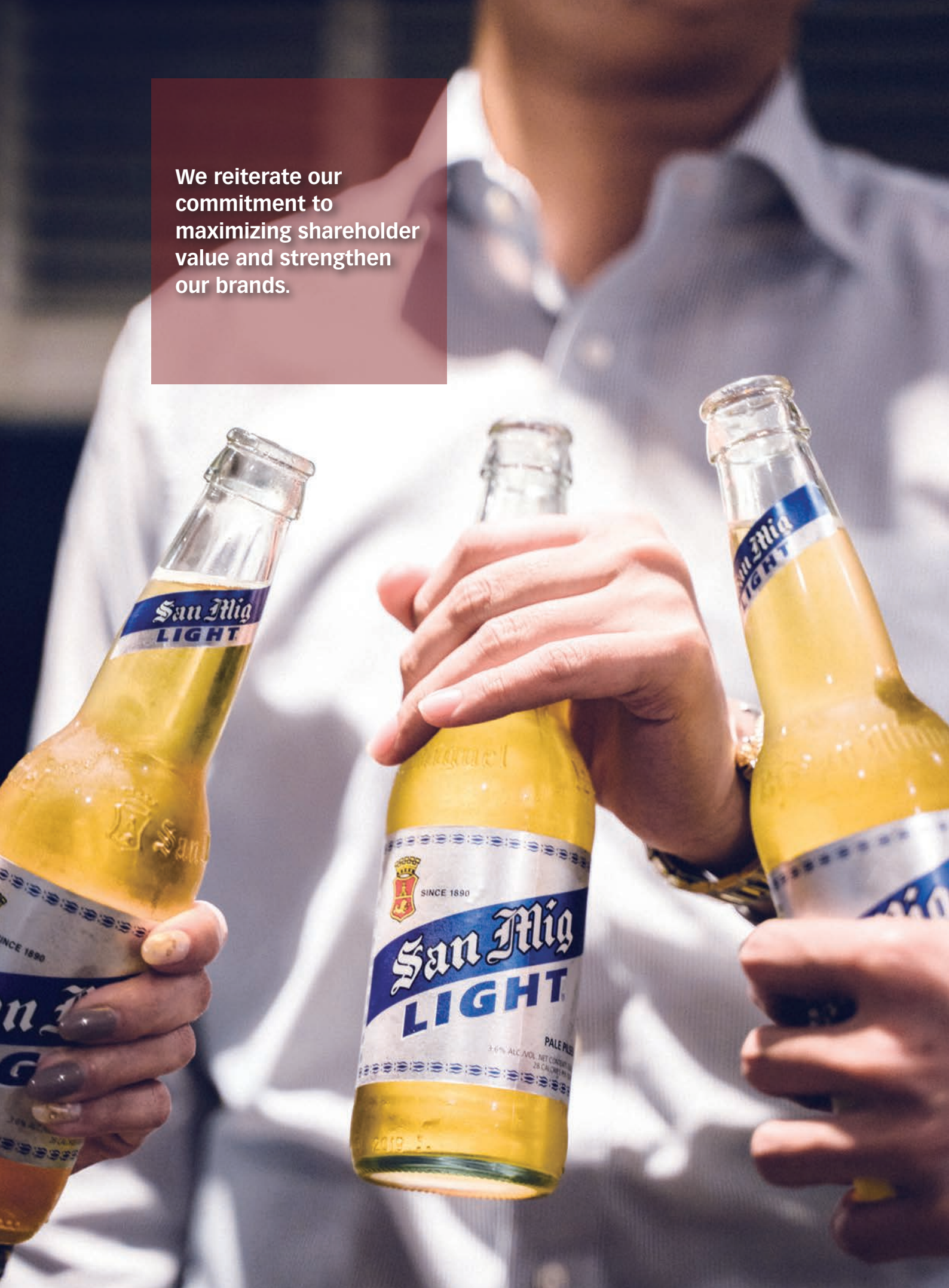
8th Floor, Prince's Building
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Central, Hong Kong

1 March 2021

畢馬威會計師事務所
執業會計師

香港中環
遮打道十號
太子大廈八樓

二零二一年三月一日


We reiterate our commitment to maximizing shareholder value and strengthen our brands.
San Mig
LIGHT
SINCE 1890
San Mig
LIGHT
PALE

GROUP PROPERTIES 集團物業

Details of the major property of the Group are as follows:

本集團之主要物業詳情如下：

Location 地點	Existing use 現時用途	Term of lease 租期
Major property held for investment **持作投資的主要物業**		
San Miguel Industrial Building Nos. 9-11 Shing Wan Road, Tai Wai, Shatin, Hong Kong	Rental	Medium-term
香港沙田大圍成運路9-11號 生力工業大廈	租賃	中期



無論何時、何地、何種生活方式，我們將努力確保我們的啤酒品牌與消費者和客戶保持密切聯繫。

FIVE YEAR SUMMARY 五年賬目摘要

(Expressed in Hong Kong dollars) （以港幣計算）

		2020 二零二零年 $'000 千元	2019 二零一九年 $'000 千元 (Note) （備註）	2018 二零一八年 $'000 千元	2017 二零一七年 $'000 千元	2016 二零一六年 $'000 千元
Results	**業績**					
Revenue	收入	**555,658**	580,050	584,609	565,785	541,427
Profit/(loss) before taxation	除税前盈利／（虧損）	**12,547**	3,310	(70,860)	14,400	5,927
Income tax credit/(charge)	所得税計入／（支出）	**1,304**	4,990	(3,228)	819	778
Profit/(loss) for the year	年度盈利／（虧損）	**13,851**	8,300	(74,088)	15,219	6,705
Attributable to:	應佔如下：					
— Equity shareholders of the Company	— 本公司權益持有人	**17,228**	11,583	(73,556)	12,480	8,654
— Non-controlling interests	— 非控股權益	**(3,377)**	(3,283)	(532)	2,739	(1,949)
Profit/(loss) for the year	年度盈利／（虧損）	**13,851**	8,300	(74,088)	15,219	6,705
Earnings/(loss) per share	每股盈利／（虧損）					
— Basic (cents)	— 基本（仙）	**5**	3	(20)	3	2
Assets and liabilities	**資產與負債**					
Property, plant and equipment and investment properties	物業、機器及設備、投資物業	**465,291**	474,377	487,708	576,388	584,806
Intangible assets	無形資產	**4,771**	4,771	4,771	4,781	5,139
Net current assets	流動資產淨值	**113,520**	98,622	94,495	128,905	154,362
Total assets less current liabilities	總資產減流動負債	**583,582**	577,770	586,974	710,074	744,307
Loan from an intermediate holding company	中介控股公司之貸款	**(38,158)**	(51,115)	(64,243)	(115,412)	(165,410)
Retirement benefit liabilities	退休福利負債	**(2,378)**	(10,741)	(17,697)	(5,799)	(17,844)
Lease liabilities	租賃負債	**(35)**	—	—	—	—
Deferred tax liabilities	遞延税項負債	**—**	—	(4,366)	(4,052)	(2,969)
Net assets	資產淨值	**543,011**	515,914	500,668	584,811	558,084
Capital and reserves	**股本及儲備**					
Share capital	股本	**252,524**	252,524	252,524	252,524	252,524
Other reserves	其他儲備	**324,005**	291,560	273,634	358,567	332,687
Total equity attributable to equity shareholders of the Company	本公司權益持有人應佔權益	**576,529**	544,084	526,158	611,091	585,211
Non-controlling interests	非控股權益	**(33,518)**	(28,170)	(25,490)	(26,280)	(27,127)
Total equity	**權益總額**	**543,011**	515,914	500,668	584,811	558,084

Note to the five year summary:

As a result of the adoption of HKFRS 16, Leases, with effect from 1 January 2019, the Group has changed its accounting policies in respect of the lessee accounting model. In accordance with the transitional provisions of the standard, the changes in accounting policies were adopted by way of opening balance adjustments to recognise right-of-use assets and lease liabilities as at 1 January 2019. After initial recognition of these assets and liabilities, the Group as a lessee is required to recognise interest expense accrued on the outstanding balance of the lease liability, and the depreciation of the right-of-use asset, instead of the previous policy of recognising rental expenses incurred under operating leases on a straightline basis over the lease term. Figures in years earlier than 2019 are stated in accordance with the policies applicable in those years.

五年賬目摘要備註：

因採納香港財務報告準則第16號「租賃」(自二零一九年一月一日起生效)，本集團已變更其有關承租人會計模式之會計政策。根據準則之過渡性條文，會計政策變動獲採納之方式為透過期初結餘調整以確認於二零一九年一月一日之使用權資產及租賃負債。於初步確認該等資產及負債後，本集團(作為承租人)須確認租賃負債未償還結餘產生之利息開支以及使用權資產折舊，而非過往以直線基準確認租期內經營租賃產生之租賃開支政策。早於二零一九年之數字根據該等年度之適用政策呈列。

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香港生力啤酒廠有限公司出版



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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)

(Stock Code: 236)

ANNOUNCEMENT OF RESULTS FOR THE YEAR ENDED 31 DECEMBER 2020

The Board of Directors of San Miguel Brewery Hong Kong Limited (the "Company") hereby announces the consolidated results of the Company and its subsidiaries (the "Group") for the year ended 31 December 2020, together with the comparative figures for the previous financial year. The annual results have been reviewed by the Audit Committee of the Company.

CONSOLIDATED INCOME STATEMENT

for the year ended 31 December 2020

(Expressed in Hong Kong dollars)

	Note	**2020**	2019
		$'000	*$'000*
Revenue	*3*	**555,658**	580,050
Cost of sales		**(312,267)**	(321,204)
Gross profit		**243,391**	258,846
Other net income	*4*	**40,722**	26,972
Selling and distribution expenses		**(169,265)**	(190,156)
Administrative expenses		**(90,398)**	(80,127)
Other operating expenses		**(9,530)**	(7,747)
Profit from operations		**14,920**	7,788
Finance costs	*5(a)*	**(2,373)**	(4,478)
Profit before taxation	*3,5*	**12,547**	3,310
Income tax credit	*6*	**1,304**	4,990
Profit for the year		**13,851**	8,300

CONSOLIDATED INCOME STATEMENT *(Continued)*

for the year ended 31 December 2020

(Expressed in Hong Kong dollars)

	Note	**2020**	2019
		$'000	*$'000*
Attributable to:			
Equity shareholders of the Company		**17,228**	11,583
Non-controlling interests		**(3,377)**	(3,283)
Profit for the year		**13,851**	8,300
Earnings per share			
— Basic (cents)	*7(a)*	**5**	3
— Diluted (cents)	*7(b)*	**N/A**	N/A

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2020
(Expressed in Hong Kong dollars)

	2020	2019
	$'000	*$'000*
Profit for the year	**13,851**	8,300
Other comprehensive income for the year (after tax)		
Items that may be reclassified subsequently to profit or loss		
— Exchange differences on translation of financial statements of subsidiaries outside Hong Kong and monetary items that form part of the net investment in subsidiaries outside Hong Kong	**4,203**	(1,225)
Items that will not be reclassified to profit or loss		
— Actuarial gains and losses of defined benefit retirement plan	**9,043**	8,252
	13,246	7,027
Total comprehensive income for the year	**27,097**	15,327
Attributable to:		
Equity shareholders of the Company	**32,445**	17,982
Non-controlling interests	**(5,348)**	(2,655)
Total comprehensive income for the year	**27,097**	15,327

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

at 31 December 2020

(Expressed in Hong Kong dollars)

	Note	**2020**	2019
		$'000	*$'000*
Non-current assets			
Property, plant and equipment		**348,409**	352,764
Investment properties		**116,882**	121,613
		465,291	474,377
Intangible assets		**4,771**	4,771
		470,062	479,148
Current assets			
Inventories		**56,709**	51,027
Trade and other receivables	*8*	**42,775**	51,399
Amounts due from holding companies and fellow subsidiaries		**16,829**	19,595
Amount due from a related company		**1,260**	1,492
Bank deposits		**43,770**	22,661
Cash and cash equivalents		**112,339**	106,732
		273,682	252,906
Current liabilities			
Trade and other payables	*9*	**(83,027)**	(83,301)
Loan from related companies		**(54,731)**	(51,115)
Amounts due to holding companies and fellow subsidiaries		**(9,418)**	(9,410)
Amounts due to related companies		**(12,975)**	(8,632)
Lease liabilities		**(11)**	(932)
Current tax payable		**—**	(894)
		(160,162)	(154,284)
Net current assets		**113,520**	98,622

CONSOLIDATED STATEMENT OF FINANCIAL POSITION *(Continued)*

at 31 December 2020

(Expressed in Hong Kong dollars)

	Note	**2020**	2019
		$'000	*$'000*
Total assets less current liabilities		**583,582**	577,770
Non-current liabilities			
Loan from related companies		**(38,158)**	(51,115)
Retirement benefit liabilities		**(2,378)**	(10,741)
Lease liabilities		**(35)**	—
		(40,571)	(61,856)
NET ASSETS		**543,011**	515,914
CAPITAL AND RESERVES			
Share capital		**252,524**	252,524
Other reserves		**324,005**	291,560
Total equity attributable to equity shareholders of the Company		**576,529**	544,084
Non-controlling interests		**(33,518)**	(28,170)
TOTAL EQUITY		**543,011**	515,914

NOTES TO THE ANNUAL RESULTS

(Expressed in Hong Kong dollars)

1 BASIS OF PREPARATION

The unaudited financial information relating to the year ended 31 December 2020 and the financial information relating to the year ended 31 December 2019 included in this preliminary announcement of annual results does not constitute the Company's statutory annual consolidated financial statements for those years but, in respect of the year ended 31 December 2019, is derived from those financial statements. Further information relating to these statutory financial statements required to be disclosed in accordance with section 436 of the Hong Kong Companies Ordinance ("Companies Ordinance") is as follows:

The financial statements for the year ended 31 December 2020 have yet to be reported on by the Company's auditor and will be delivered to the Registrar of Companies in due course.

The Company has delivered the financial statements for the year ended 31 December 2019 to the Registrar of Companies as required by section 662(3) of, and Part 3 of Schedule 6 to, the Companies Ordinance.

The Company's auditor has reported on these financial statements for the year ended 31 December 2019. The auditor's report was unqualified; did not include a reference to any matters to which the auditor drew attention by way of emphasis without qualifying its report; and did not contain a statement under sections 406(2), 407(2) or (3) of the Companies Ordinance.

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

The measurement basis used in the preparation of the statutory financial statements is the historical cost basis.

2 CHANGES IN ACCOUNTING POLICIES

The HKICPA has issued a number of amendments of HKFRSs that are first effective for the current accounting period of the Group.

None of these developments have had a material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

3 REVENUE AND SEGMENT REPORTING

(a) Revenue

The principal activities of the Group are the manufacture and distribution of bottled, canned and draught beers.

Revenue represents the invoiced value of products sold, net of discounts, returns, value added tax and consumption tax.

(b) Segment reporting

The Group manages its businesses by geography. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following two reportable segments:

— The Hong Kong operations mainly comprise the manufacture and distribution of own brewed beer products and distribution of imported beer products in Hong Kong and overseas.

— The Mainland China operations mainly comprise the manufacture and distribution of own brewed beer products in the southern part of the People's Republic of China ("PRC") and overseas.

All of the Group's revenue is generated from the manufacture and distribution of bottled, canned and draught beers.

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(b) Segment reporting *(Continued)*

(i) Segment results, assets and liabilities

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitors the results, assets and liabilities attributable to each reportable segment on the following bases:

Segment assets include all tangible assets, intangible assets and current assets. Segment liabilities include trade creditors and accruals attributable to the manufacture and distribution activities of the individual segments and retirement benefit liabilities managed directly by the segment and other current liabilities with the exception of deferred tax liabilities.

The measure used for reportable segment profit or loss is "adjusted EBIT" i.e. adjusted earnings before interest and taxes, where "interest": is regarded as including interest income from bank deposits and interest expense on loan from an intermediate holding company. To arrive at adjusted EBIT the Group's earnings are further adjusted for items not specifically attributed to individual segments, such as net foreign exchange losses. Inter-segment sales are priced at cost plus a profit margin.

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(b) Segment reporting *(Continued)*

(i) Segment results, assets and liabilities (Continued)

Information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance for the years ended 31 December 2020 and 2019 is set out below:

	Hong Kong		Mainland China		Total	
	2020	2019	**2020**	2019	**2020**	2019
	$'000	*$'000*	***$'000***	*$'000*	***$'000***	*$'000*
Revenue from external customers	**365,924**	384,663	**189,734**	195,387	**555,658**	580,050
Inter-segment revenue	**179**	327	**—**	—	**179**	327
Reportable segment revenue	**366,103**	384,990	**189,734**	195,387	**555,837**	580,377
Reportable segment profit/(loss) before taxation from operation (adjusted EBIT)	**14,176**	(1,989)	**797**	7,780	**14,973**	5,791
Interest income from bank deposits	**621**	1,252	**566**	325	**1,187**	1,577
Interest expense on loans	**(2,238)**	(4,303)	**—**	—	**(2,238)**	(4,303)
Depreciation and amortisation for the year	**(20,733)**	(20,270)	**(2,423)**	(3,801)	**(23,156)**	(24,071)
(Provision for)/reversal of impairment losses of trade and other receivables	**(1,085)**	(1)	**(5)**	5	**(1,090)**	4
Reportable segment assets	**995,898**	997,973	**129,577**	117,848	**1,125,475**	1,115,821
Additions to non-current segment assets during the year	**7,195**	7,275	**6,492**	3,532	**13,687**	10,807
Reportable segment liabilities	**145,931**	170,940	**436,533**	428,967	**582,464**	599,907

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(b) Segment reporting *(Continued)*

(ii) Reconciliation of reportable segment revenue, profit or loss, assets and liabilities

	2020	2019
	$'000	*$'000*
Revenue		
Reportable segment revenue	**555,837**	580,377
Elimination of inter-segment revenue	**(179)**	(327)
Consolidated revenue	**555,658**	580,050
Profit		
Reportable segment profit from operations	**14,973**	5,791
Interest income from bank deposits	**1,187**	1,577
Net foreign exchange (losses)/gains	**(1,360)**	282
Interest on lease liabilities	**(15)**	(37)
Interest expense on loan from related companies	**(2,238)**	(4,303)
Consolidated profit before taxation	**12,547**	3,310
Assets		
Reportable segment assets	**1,125,475**	1,115,821
Elimination of inter-segment receivables	**(381,731)**	(383,767)
Consolidated total assets	**743,744**	732,054
Liabilities		
Reportable segment liabilities	**582,464**	599,907
Elimination of inter-segment payables	**(381,731)**	(383,767)
Consolidated total liabilities	**200,733**	216,140

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(b) Segment reporting *(Continued)*

(iii) Geographic information

The following table sets out information about the geographic location of (i) the Group's revenue from external customers and (ii) the Group's non-current assets ("specified non-current assets"). The geographic location of customers is based on the country of establishment of each customer. The geographic location of the specified non-current assets is based on the physical location of the assets, in the case of property, plant and equipment, investment properties and leasehold land, and the location of the operation to which they are allocated, in the case of intangible assets.

	Revenue from external customers		**Specified non-current assets**	
	2020	2019	**2020**	2019
	$'000	*$'000*	***$'000***	*$'000*
Hong Kong (place of domicile)	**251,223**	267,792	**434,622**	448,158
Mainland China	**83,602**	93,693	**35,440**	30,990
Philippines	**212,511**	210,663	**—**	—
Others	**8,322**	7,902	**—**	—
	304,435	312,258	**35,440**	30,990
	555,658	580,050	**470,062**	479,148

3 REVENUE AND SEGMENT REPORTING *(Continued)*

(c) Major customers

The Group's customer base is diversified and includes one customer (2019: one customer), with whom transactions have exceeded 10% of the Group's revenues. Revenue from sales to these customers during the report period are set out as below.

	2020	2019
	$'000	*$'000*
Largest customer (arose from both Hong Kong and the Mainland China segments)	**212,732**	210,749
— Percentage of total revenue	**38%**	36%

4 OTHER NET INCOME

	2020	2019
	$'000	*$'000*
Rental income from investment properties	**24,517**	23,706
Interest income from bank deposits	**1,187**	1,577
Net gain on disposal of non-current assets	**899**	913
Net foreign exchange (losses)/gains	**(1,360)**	282
Government subsidies *(note)*	**15,109**	—
Others	**370**	494
	40,722	26,972

Note: In 2020, the Group successfully applied for funding support from the Employment Support Scheme under the Anti-epidemic Fund, set up by the Hong Kong Government. The purpose of the funding is to provide financial support to enterprises to retain their employees who would otherwise be made redundant. Under the terms of the grant, the Group is required not to make redundancies during the subsidy period and to spend all the funding on paying wages to the employees.

5 PROFIT BEFORE TAXATION

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

		2020	2019
		$'000	*$'000*
(a)	**Finance costs**		
	Interest expense on loan from related companies	**2,238**	4,303
	Interest on lease liabilities	**15**	37
	Bank charges	**120**	138
		2,373	4,478
(b)	**Staff costs**		
	Retirement costs		
	— Defined contribution retirement plans	**4,130**	6,199
	— Defined benefit retirement plan	**4,681**	5,263
		8,811	11,462
	Severance payment *(note)*	**10,894**	—
	Salaries, wages and other benefits	**121,179**	122,952
		140,884	134,414
(c)	**Other items**		
	Depreciation		
	— Property, plant and equipment	**18,425**	19,332
	— Investment properties	**4,731**	4,739
	Cost of inventories	**309,672**	318,340
	Expenses relating to short-term leases and other leases with remaining lease term ending on or before 31 December 2019	**801**	830
	Rental receivable from investment properties less direct outgoings of $7,922,000 (2019: $7,860,000)	**(16,595)**	(15,846)
	Auditors' remuneration	**3,301**	3,306
	Net provision for/(reversal of) impairment of trade and other receivables	**1,090**	(4)

Note: The Group incurred severance payment of HK$10.9 million upon cessation of one of the subsidiary's operations in the PRC.

6 TAXATION IN THE CONSOLIDATED INCOME STATEMENT

Income tax in the consolidated income statement represents:

	2020	2019
	$'000	*$'000*
Current tax — Hong Kong		
Provision for the year	**—**	601
Over-provision in prior year	**(20)**	(20)
	(20)	581
Deferred tax		
Origination and reversal of temporary differences	**(1,284)**	(5,571)
Income tax credit	**(1,304)**	(4,990)

No provision for Hong Kong Profits Tax in 2020 has been made for the Group because the accumulated tax losses brought forward exceed the estimated assessable profits for the year. The provision for Hong Kong Profits Tax for 2019 was calculated at 8.25% for the first $2 million of assessable profits and the remaining assessable profits were taxed at 16.5%.

The statutory tax rate applicable to the subsidiaries established in the PRC was 25% (2019: 25%). No provision for current taxation has been made for the subsidiaries established in the PRC because the accumulated tax losses brought forward exceed the estimated assessable profits for the year or the entities sustained losses for taxation purposes.

7 EARNINGS PER SHARE

(a) Basic earnings per share

The calculation of basic earnings per share is based on the profit attributable to equity shareholders of the Company of $17,228,000 (2019: $11,583,000) and on 373,570,560 (2019: 373,570,560) ordinary shares, being the number of ordinary shares in issue throughout the year.

(b) Diluted earnings per share

Diluted earnings per share is not presented as the Company did not have dilutive potential ordinary shares for both years presented.

8 TRADE AND OTHER RECEIVABLES

The ageing of trade receivables (net of loss allowance) at the end of the reporting period is as follows:

	2020	2019
	$'000	*$'000*
Current	**24,780**	29,709
Less than 1 month past due	**5,253**	5,829
1 to 3 months past due	**966**	2,106
More than 3 months but less than 12 months past due	**670**	1,360
More than 12 months past due	**16**	367
	31,685	39,371

According to the Group's credit policy, the general credit period is payment by the end of the month following the month in which sales take place. Therefore, all the current balances above are within two months from the invoice date.

9 TRADE AND OTHER PAYABLES

The ageing of trade payables as at the end of the reporting period is as follows:

	2020	2019
	$'000	*$'000*
Current and less than 1 month past due	**36,966**	39,894
1 to 3 months past due	**676**	3,904
More than 3 months but less than 6 months past due	**139**	312
More than 6 months past due	**42**	135
	37,823	44,245

The Group's general payment terms are one to two months from the invoice date. Therefore, the current and less than one month past due balances above are mostly within two to three months from the invoice date.

CLOSURE OF REGISTER OF MEMBERS

For the purpose of determining shareholders who are entitled to attend and vote at the Annual General Meeting ("AGM"), the register of members of the Company will be closed from Wednesday, 21 April 2021 to Monday, 26 April 2021, both days inclusive. To qualify for attending and voting at the forthcoming AGM, all transfer documents accompanied by the relevant share certificates must be lodged with the Company's share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712- 1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong for registration not later than 4:30 p.m. on Tuesday, 20 April 2021.

FINANCIAL RESULTS

The Group registered a consolidated profit of HK$13.9 million in 2020 (2019: HK$8.3 million). Net profit attributable to equity shareholders for 2020 reached HK$17.2 million (2019: HK$11.6 million).

The Group's consolidated revenue was HK$555.7 million, 4.2% lower than the same period in 2019. Gross profit reached HK$243.4 million, 6.0% lower than the HK$258.8 million in 2019, with a gross profit margin of 43.8 %.

As of 31 December 2020, cash and cash equivalents and bank deposits amounted to HK$156.1 million (HK$129.4 million as of 31 December 2019).

Loans as of 31 December 2020 amounted to HK$92.9 million, 9.1% lower than the HK$102.2 million debt reported the prior year. Total net assets stood at HK$543.0 million (HK$515.9 million as of 31 December 2019), with a loan-to-equity ratio of 0.17 (31 December 2019: 0.20).

DIVIDENDS

No final dividends will be declared for the year ended 31 December 2020.

BUSINESS REVIEW

Hong Kong Operations

The economic recession in Hong Kong eased in the second half of 2020, as the territory managed to contain the third wave of COVID-19 infections, before the onset of the fourth wave toward the end of the year. The moderately improved economic performance in the second half was also due to the low-base effect, since the economic situation in the comparable half of 2019 was marked by the social unrest that reigned in spending and investment.

To provide the private sector financial support, the Hong Kong Government launched the "Employment Support Scheme" (ESS). The Company availed of this program and received the support in two tranches for wages paid from June to August, and from September to November 2020. Our Hong Kong operations posted strong profit recovery in 2020, driven by an improvement in total volumes and rationalization in spending, further supported by the government's ESS.

Our Hong Kong operations were able to achieve roughly the same level of local sales volume in 2020 despite a 7% contraction of the total Hong Kong beer industry compared to the same period in 2019. Including export sales volumes, the Company achieved a 2% increase in total sales volume over the previous year.

The various COVID-19-related restrictions on social distancing and cross-border activities impacted the entire market dynamics of the beer industry. Sales in on-premise outlets declined and beer consumption shifted to off-premise, which accounted for 84% of retail sales in 2020. The Company was able to adapt quickly to changing consumer habits by targeting advertising and promotion towards more appropriate media and channels, to ensure that our brands fit into consumers' new lifestyles.

To take advantage of the shift to home consumption, San Miguel brands San Miguel Pale Pilsen, San Mig Light and San Miguel Cerveza Negra, implemented a co-branded retail chain-wide promotion, 大放送, which ran from May to June. This was followed by a co-branded market-wide lucky draw promotion implemented from August to September. Both major initiatives were supported by tactical advertising, including on-site and online campaigns to ensure high awareness, participation, and consumption Apart from these, the market-wide promotion also utilized television ads to encourage greater participation. A series of premium redemption promotion was also organized throughout the year to push volumes in convenience stores.

The premium segment's share of the Hong Kong market increased in 2020, pushing the growth of our broad portfolio of premium, specialty, and craft beers. Red Horse Beer, in particular, outperformed its sales in 2019 by more than 200%. Kirin beer brands, which the Company distributes exclusively within Hong Kong and Macau, registered a 17% volume improvement over the previous year. Riding on the uptrend of the premium segment, the Company launched San Miguel Cerveza Blanca, our new wheat beer offering, in December 2020. With its perfect harmony of spicy, smoky, and fruity flavors throughout a smooth and refreshing taste, the Company expects the brand to be well-received by Hong Kong consumers.

In the lower-priced segment, our Blue Ice Beer brand was able to increase its market share following consistent programs such as celebrity endorsement, retail chain-wide promotions, and exclusive premium redemptions in convenience store.

South China Operations

Despite seeing its first economic contraction in nearly three decades during the first quarter of 2020, China reported GDP growth for the year.

The drop in consumer spending was a stark reminder of the extensive impact of the pandemic both in terms of public health and the economic impact after the government imposed strict measures to control the spread of infections. The decline in sales volume within South China was a result of the national lockdown, with government mandating the temporary shutdown of all outlets, factories — including our brewery in Foshan — and the closure of shipping ports in South China in the early part of the year. Weak commercial activities also persisted even after the lockdown. While export volume was initially affected by the temporary closure of the brewery and shipping ports, it was able to recover and deliver positive growth for the year.

As announced on 28 October 2020, the business term of Guangzhou San Miguel Brewery Company Limited ("GSMB") expired on 29 November 2020 in accordance with GSMB's Articles of Association and the Joint Venture Contract between San Miguel (Guangdong) Limited ("SMG") and Guangzhou Brewery ("GB"). GSMB ceased operations on 30 November 2020.

The principal activity of GSMB was the distribution of bottled, canned, and draught beers in the South China market, while San Miguel (Guangdong) Brewery Company Limited ("SMGB") manufactures and provides quality beer products and services to both GSMB and San Miguel Brewing International's export business. Following the cessation of GSMB operations, SMGB took over the selling and distribution of the said beer products in the South China market on 30 November 2020.

Overall, our consolidated South China operations improved and registered sales volume growth in 2020. However, overall profit performance declined by 94% due to the one-time cost for the employee separation pay in relation to the cessation of GSMB. Without the cost of employee separation pay, the overall profit of the South China Operations would have improved by 90%.

Brand-building focused on tactical initiatives to drive consumption. San Miguel Pale Pilsen launched an under-the-crown market-wide campaign through an on-line lucky draw promotion from August to November 2020, with merchandising blitz support. Meanwhile, San Mig Light rolled out a merchandising campaign in June 2020 in almost 900 outlets to improve visibility and promote brand awareness. In addition, the Company introduced Dragon Legend in 330ml-bottle in night outlets and in strategic restaurants.

COMMUNITY RELATIONS AND SOCIAL RESPONSIBILITY

Social responsibility is an important aspect of how we do business. Apart from meticulously complying with legal or regulatory requirements, we genuinely work toward making a positive impact on the welfare of our employees, their families, our business partners, our local communities, and the environment.

Since 2015, we have published an Environment, Social and Governance ("ESG") Report to provide the public an appreciation of how we approach and address different ESG issues. The Company's 2020 ESG Report will be available on our website within three months of the publication of the Company's annual report.

We actively promote responsible drinking within the organization and also to the public. We are also committed to protecting the environment and ensuring that environmental standards and initiatives set by the government are met or exceeded.

To bring focus and emphasis on the Company's approach and strategy on the management of ESG issues, the Board established the Sustainability Committee on 2 November 2020.

HUMAN RESOURCES

The Company has always recognized the key role our employees play in our success. As such, we continue to invest in our people by ensuring they are equipped with the knowledge, skills, and experiences to match our needs, keep them challenged, and allow them to reach their fullest potential. Even in the time of COVID-19, we've invested in in-house training and publicly available webinars to support their personal growth and foster harmony in the organization.

We also have in place a set of safety and health measures to protect our employees from both the day-to-day working environment and from extraordinary circumstances such as the COVID-19 pandemic.

We continue to offer competitive remuneration packages commensurate with industry standards and to provide attractive fringe benefits, including medical and insurance coverage and numerous paid leaves, on top of legal requirements.

CORPORATE GOVERNANCE

The Company continues to apply the principles of the Corporate Governance ("CG") Code and CG Report contained in Appendix 14 of the Listing Rules throughout the year, save for the deviation discussed below:

- All of the non-executive directors are appointed for a specific term (Code Provision A.4.1 of the CG Code) and are subject to retirement by rotation at least once every three years and to re-election at the annual general meeting in accordance with the Company's Articles of Association.

- The board only met three times during the year under review (Code Provision A.1.1 of the CG Code) due to the COVID-19 pandemic and the regulations implemented by the HKSAR government and the Philippines government, which prohibited international travel.

- The chairman and the board committees, who are based in Manila, did not attend the Annual General Meeting in 2020 due to the COVID-19 pandemic and the regulations implemented by the HKSAR government and the Philippines government, which prohibited international travel.

DIRECTORS

Mr. William C. M. Cheng has resigned as an alternate director to an independent non-executive director, Dr. the Hon. Sir David K.P. Li, due to his retirement from The Bank of East Asia, Limited, and was replaced by Ms. Sum Li on 1 September 2020. Save for this, there has been no change in the membership of the Board of Directors since we published our interim report on 25 August 2020.

FUTURE DIRECTION AND CHALLENGES

For 2021, the Company has outlined the following objectives:

- In Hong Kong, we will further improve profitability and work to increase our market share by maximizing the use of our resources, nurturing a winning culture within the organization, and focus more on the San Miguel brand. We will be quick to adopt to emerging consumption dynamics in our markets and will work closely with wholesalers and direct customers to ensure product availability is in line with market needs.

- In South China, we intend to take advantage of newly streamlined operations and further improve profitability by continuing to develop both our dealer and wholesaler networks in all of our markets. We will strengthen the brand equity of both the San Miguel and Dragon brands while enhancing the productivity of our sales force. We will also maintain our export business and aim to improve margins and rationalize costs.

To achieve these objectives, we will be responsive to the following risks:

While the global pandemic persists as of this writing, the arrival of COVID-19 vaccines offers hope for economic recovery. However, access as well as the timing of distribution in mainland China, Hong Kong, and Macau is yet to be determined. The occurrence of new and more infectious and/or fatal strains of COVID-19 is also something to watch out for. Improvements in domestic economic activities and our performance as a company depends critically on how fast and how efficient the vaccine roll-out is and whether there are future outbreaks.

- Political unrest in Hong Kong seems to have subsided as a result of the COVID-19 pandemic and the new security law. We will continue to monitor how the unrest will further manifest.

- The Hong Kong government will be imposing a recycling levy on glass beverage containers. When this measure is put in place, prices for our products in glass bottles may be affected, which will in turn impact consumption.

Moving forward, we reiterate our commitment to maximizing shareholder value and strengthen our brands. We have a number of dynamic strategies in place to not only help us cope with the challenges ahead, but also enable us to manage costs effectively, so we can have a strong foundation for better profitability.

We will strive to ensure that our beer brands remain relevant to our consumers and customers, regardless of the occasion, their location, and lifestyle.

Apart from our sales and marketing strategies, we also have new guidelines, systems, and policies in place to ensure efficient and effective cost management, sustainable environmental management, and responsible social engagement.

We convey our sincere appreciation to our Board of Directors for their valuable guidance. We also wish to acknowledge our employees for their dedication and professionalism, and most of all, our shareholders, customers, and consumers for their continued support during this difficult time.

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

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities during the year.

SCOPE OF WORK OF KPMG

The financial figures in respect of the Group's consolidated statement of financial position, consolidated income statement, consolidated statement of comprehensive income and the related notes thereto for the year ended 31 December 2020 as set out in the preliminary announcement have been compared by the Group's auditor, KPMG, Certified Public Accountants, to the amounts set out in the Group's consolidated financial statements for the year and the amounts were found to be in agreement. The work performed by KPMG in this respect did not constitute an audit, review or other assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by the auditor.

PUBLICATION OF THE 2020 ANNUAL REPORT ON THE WEBSITE OF THE STOCK EXCHANGE

The Company's annual report for 2020 will be published on the website of The Stock Exchange of Hong Kong Limited at www.hkex.com.hk and the Company's website at info.sanmiguel.com.hk in due course.

By order of the Board
Ramon S. Ang
Chairman

Hong Kong, 1 March 2021

(All monetary values in this announcement are expressed in Hong Kong Dollars unless stated otherwise)

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago.

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SAN MIGUEL BREWERY HONG KONG LTD.
香港生力啤酒廠有限公司

(Incorporated in Hong Kong with limited liability)
(Stock Code: 236)

DATE OF BOARD MEETING

The board of directors (the "Board") of San Miguel Brewery Hong Kong Limited (the "Company") announces that a Board meeting of the Company will be held on Monday, 1 March 2021 at 2:00 p.m. for the purpose of, among other matters, approving the annual results of the Company and its subsidiaries for the year ended 31 December 2020 and the announcement of said annual results by the Company, and considering the payment of a final dividend, if any.

By Order of the Board
San Miguel Brewery Hong Kong Limited
John K.L. Cheung
Company Secretary

Hong Kong, 17 February 2021

As at the date of this announcement, the Board of the Company comprises the executive director, Mr. Ramon G. Torralba, the non-executive directors, Mr. Ramon S. Ang (Chairman), Mr. Carlos Antonio M. Berba (Deputy Chairman), Ms. May (Michelle) W. M. Chan, Mr. Roberto N. Huang, Mr. Fumiaki Ozawa, Mr. Kenji Uchiyama and Mr. Tomoki Yamauchi; and the independent non-executive directors, Mr. Alonzo Q. Ancheta, Dr. the Hon. Sir David K. P. Li, Mr. Reynato S. Puno and Mr. Carmelo L. Santiago.