

CORPORATE GOVERNANCE REPORT

Good corporate governance is the foundation of business success as it provides the basis for stakeholder confidence and sustainable returns for shareholders.

The Board believes that the interplay between good corporate governance and social responsibility helps the Group maintain a healthy balance in all aspects of its business. It also strengthens our efforts to better enhance control mechanisms, increase shareholder value and improve satisfaction among shareholders and stakeholders. The Audit and Risk Management Committee has a primary role in overseeing management of the Environmental, Social and Governance (“ESG”) issues, including monitoring the internal control system and risk management.

The governance of sustainability is integrated into our corporate governance structure throughout the Group. Board members and staff observe a set of sound policies, procedures and rules. The Group also takes into account the interests of stakeholders when setting long term business goals.

Corporate Governance Framework

The Group’s Corporate Governance Framework (the “Framework”) is built on principles of accountability, transparency and integrity, with the aim of identifying all the key participants in good governance, their correlation and their contribution to the application of effective governance policies and processes.

The Board and senior management use the Framework as a performance-oriented benchmark in evaluating the achievement of the Group’s business goals. In response to changes in regulatory requirements, environmental needs, social expectations and international relations, the Group regularly reviews the Framework, updates its management policies and practices, and ensures that the same are closely followed at all levels throughout the Group.

The corporate governance objectives are achieved primarily through implementation of the following measures:

- ✔ Maintenance of a diverse and optimal board composition, establishment of efficient management reporting systems and retention of a professional management team to ensure that the Directors are sufficiently informed prior to making decisions in the best interests of the stakeholders;
- ✔ Establishment of thorough internal audit and control systems to safeguard against risks, protect the assets of the Group and ensure that its policies and management practices are executed as planned and that any irregularities, deviations, material misstatements and instances of malpractice are swiftly identified and rectified; and
- ✔ Establishment of transparent and effective communication channels to ensure that the Group’s affairs are brought to the attention of shareholders, customers and other stakeholders.

Corporate Governance Code Compliance

The Company abides by the corporate governance principles contained in the Corporate Governance Code (the “CG Code”) of the Rules Governing the Listing of Securities on the Stock Exchange (the “Listing Rules”). The CG Code sets out (a) the mandatory requirements for disclosure; and (b) the principles of good corporate governance with two levels of recommendations: (a) “Code Provisions” and (b) “Recommended Best Practices”.

The Company complied with all applicable Code Provisions throughout the year ended 31 December 2021, except that two Directors of the Company were unable to attend the Annual General Meeting of the Company held on 20 May 2021 (the “2021 AGM”) as provided for in Code Provision C.1.6 owing to other engagements.

The Board of Directors

Board Composition

The composition of the Board represents a balance of high calibre executive and non-executive directors possessing relevant skills, industry knowledge, first-hand experience and a diversity of perspectives which are essential to the businesses of the Group. As at 31 December 2021, the Board comprised 15 members, including five Independent Non-executive Directors, nine Non-executive Directors and one Executive Director. Day-to-day management of the Group's businesses is delegated to the senior management under the supervision of four designated Board Committees: the Standing Committee, the Audit and Risk Management Committee, the Remuneration Committee and the Nomination Committee. The Board of Directors and the Board Committees are chaired by Independent Non-executive Directors. The compositions of the Board and Board Committees at 31 December 2021 are stated below:

	Independent Non-executive Directors	Non-executive Directors	Executive Director	Total
Board of Directors	5	9	1*	15
Board Committees:				
Standing Committee	3	4	1*	8
Audit and Risk Management Committee	3	1	–	4
Remuneration Committee	3	2	–	5
Nomination Committee	2	1	–	3

* The Managing Director

While the Non-executive Directors are not involved in the day-to-day management of the Group's businesses, they serve as custodians of the governance process by scrutinising the management's performance in meeting agreed corporate goals and objectives. Their contribution is made, among other ways, by attending Board meetings, at which they provide independent views on various matters relating to the Group's strategy, policy, performance, accountability, resources, key appointments and standards of conduct. The term of appointment of Non-executive Directors is for a period of three years.

Independent Non-executive Directors review issues that come before the Board critically and objectively. In particular, they ensure that the general interests of shareholders are fully considered by the Board. They also check that connected transactions and other issues are subject to impartial and thorough contemplation by the Board.

Independent Non-executive Directors are identified in all corporate communications. Pursuant to Rule 3.13 of the Listing Rules, the Company considers all Independent Non-executive Directors to be independent, as all of them have confirmed their independence in writing to both the Stock Exchange and the Company. The Company complies with the requirement in the Listing Rules that at least one-third of the Board members should be Independent Non-executive Directors.

In accordance with Mandatory Disclosure Requirement B(h) of Appendix 14 of the Listing Rules, the relationship between members of the Board is disclosed in the Directors' Profiles section of the Annual Report.

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Board Diversity

Diverse board composition ensures a wide range of business and professional experience in the Board, so that the decision-making process includes different perspectives and supports the achievement of the Company's strategic objectives. All Board appointments are merit-based. The Company has adopted a Board Diversity Policy that takes into account, among other aspects, each candidate's gender, age, cultural and educational background, professional experience, skills, knowledge and length of service. All candidates are considered against these criteria. In 2021, the Nomination Committee reviewed the Board Diversity Policy and confirmed that the selection of Board members would continue to be based on merit with reference to such policy. This policy can be found on the Company's website.

The Executive and Non-executive Directors have a diverse background. Each of them possesses a depth of relevant experience and expertise necessary to oversee the businesses of the Group. The current mix of Board members represents a balance of business, academia and the professionals, which helps to deliver sustainable value and safeguard shareholders' interests.

The age group and gender diversity of the Board of Directors as at 31 December 2021 are set out below:

Age Group	Male	Female
51-60	3	1
61-70	5	0
Over 70	6	0
Total	14	1

The Role of the Board

The Board promotes the success of the Group by directing and supervising its affairs in a responsible and effective manner. The primary responsibilities of the Board are as follows:

- setting the Group's values and standards;
- giving the management objectives and directions;
- monitoring management performance;
- managing relationships with stakeholders, including shareholders, the HKSAR Government, employees and the community;
- establishing appropriate policies to manage risks in pursuit of the Group's strategic objectives;
- reviewing the effectiveness of internal controls and risk management procedures;
- reviewing and approving the accounts of the Group;
- ensuring the integrity of the Group's financial reporting system and public announcements;
- approving major financing arrangements;
- evaluating major acquisitions, disposals and material contracts; and
- setting dividend policy.

The Roles of Chairman and Managing Director

The Chairman and the Managing Director are two distinct posts, separately held by Dr Norman LEUNG Nai Pang, *GBS, JP*, an Independent Non-executive Director, and Mr Roger LEE Chak Cheong, an Executive Director. Neither of them has any financial, business, family or other relationship with each other.

There is a clear distinction between the roles of the Chairman and the Managing Director. The responsibilities of the Chairman and the Managing Director are defined in writing and summarised below:

Responsibilities of the Chairman:

- ✔ chairing the Board and shareholders' meetings (ensuring that the views and concerns of Board members and shareholders are expressed at these meetings);
- ✔ ensuring that the operations of the Board are managed effectively by discussing all principal and appropriate issues in a timely manner;
- ✔ ensuring that all Directors receive adequate, accurate, clear, complete and reliable information in a timely manner;
- ✔ facilitating effective communication with shareholders and ensuring that shareholders' views are adequately reflected to the Board; and
- ✔ ensuring that all corporate governance practices adopted by the Board are implemented.

Responsibilities of the Managing Director:

- ✔ realising the long-term objectives and priorities set by the Board by developing and implementing the Group's policies and strategies;
- ✔ providing salient, accurate, timely and succinct information for the Board to monitor the performance of the management;
- ✔ leading an effective and professional executive team in the management of the Group's day-to-day businesses;
- ✔ closely monitoring the operational and financial results in accordance with plans and budgets;
- ✔ maintaining regular dialogue with the Chairman on important and strategic issues faced by the Group, and bringing the same to the Board's attention;
- ✔ putting adequate operational, planning, legal and financial-control systems in place; and
- ✔ managing the Company's relationships with its diverse stakeholders.

The Chairman also meets once a year with the Independent Non-executive Directors, in the absence of the Non-executive Directors and the Executive Director, to discuss the Group's business affairs. For 2021, the meeting was held on 21 October 2021.

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Board Proceedings

Board Meetings

A Board meeting is generally held every other month, where Board members meet to discuss major corporate, strategic and operational matters and evaluate investment opportunities. All Board meetings are conducted according to the procedures laid down in the Company's Bye-laws and the Code Provisions contained in the CG Code. At the beginning of every year, all Board members will be provided with the schedule of regular Board meetings. They will be duly informed of any amendments to the schedule at least 14 days before the relevant meeting.

The agenda for regular Board meetings is consolidated by the Company Secretary for approval by the Chairman. All Directors are entitled to put forward items for inclusion in the agenda of Board meetings. A notice of Board meeting is delivered to each Director one month in advance of the scheduled meeting date together with the agenda. Detailed discussion papers for the Board meeting are circulated 7 days prior to the meeting to ensure that the Directors have sufficient time to consider the items for discussion and make decisions in the best interests of the Company.

At the Board meetings, senior management together with the relevant corporate executives report to the Board on the operational and financial performance of the Group's various business areas. The Company Secretary prepares draft minutes of Board meetings, which record the matters considered by the Board and the decisions reached as well as any concerns raised or dissenting views expressed by the Directors. The draft minutes are circulated to the Directors for their comments. The final version of the draft minutes is submitted to the Board at the ensuing meeting for formal adoption. The adopted minutes are kept by the Company Secretary, and are available for inspection by the Directors.

Voting on Connected Transactions

The Company's Bye-laws provide that all Directors are required to declare the nature and extent of their interests, if any, in any transaction, arrangement or other proposal to be discussed at a Board meeting and to abstain from voting on relevant resolutions if they have a conflict of interest or a material interest in the proposed transaction. Any such declaration of interest will be recorded by the Company Secretary in the minutes. A Director is not included in the quorum for such part of a meeting that relates to a resolution he/she is not allowed to vote on but he/she shall be included in the quorum for all other parts of that meeting. This reduces the potential for conflict which might otherwise arise between the Company's business and an individual Director's other interests or appointments.

Independent Non-executive Directors, together with the other Board members, ensure that connected transactions are entered into in the ordinary and usual course of business of the Group, on normal commercial terms or better, and according to the agreement governing them on terms that are fair and reasonable and in the interests of the Group and the shareholders of the Company as a whole. The Company Secretary is responsible for making sure that all connected transactions entered into are in compliance with the Listing Rules. In 2021, the Company entered into a continuing connected transaction, details of which are given on pages 105 to 107 of this Annual Report.

Obligations of Directors

Code of Conduct

All Directors and staff of the Company are subject to a written Code of Conduct, which is available on the staff website. It provides guidance on matters relating to personal conduct, relations with suppliers and contractors, responsibilities to shareholders, relations with customers, employment practices and responsibilities to the community, as well as procedures for monitoring compliance and means of enforcement. The Code of Conduct promulgates ethical values in business activities which the Directors and employees are required to adhere to when discharging their delegated duties. The Code of Conduct is reviewed and updated periodically to be kept up to date with regulatory changes. The Company has a whistleblowing policy to encourage employees and related third parties (such as customers and suppliers) who deal with the Company to raise concerns in confidence about misconduct, malpractice or irregularity in any matters related to the Company. The whistleblowing policy is published on the Company's website and staff website.

Securities Transactions by Directors

The Company adopts the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") set out in Appendix 10 of the Listing Rules as its own code of conduct to regulate Directors' securities transactions in respect of the Company's shares. Senior managers, other nominated managers and staff who, because of their positions in the Company, are likely to be in possession of Inside Information as defined in the Securities and Futures Ordinance (Cap. 571 of the Laws of Hong Kong), are requested to comply with the provisions of the Model Code.

After making specific enquiries, all Directors confirmed that they had complied with the standard of dealings set out in the Model Code throughout 2021. Details of the shareholding interests held by the Directors in the Company as at 31 December 2021 are set out on pages 147 to 148 of this Annual Report.

Induction and Continuous Professional Development

All Directors attended training programmes during the year to keep themselves abreast of the latest developments in the fields relevant to their respective expertise and professions. The Company Secretary is responsible for providing tailored induction programmes for new Directors and appropriate training programmes for the ongoing development of all Directors to ensure that they have proper understanding of the Company's business operations and practices and are fully aware of their responsibilities under the Listing Rules and other regulatory requirements. Information on the latest developments regarding the Listing Rules and other applicable governance matters is provided to the Directors as and when required. The Directors are provided with detailed monthly management reports, as well as monthly media reports, including press articles relevant to the Company's businesses. On 17 June 2021, a seminar was run by ICAC to brief the Directors on Integrity Management in Public Bodies. The Directors are encouraged to participate in continuous professional development programmes organised by qualified institutions. The costs for such programmes are borne by the Company. Formal procedures are in place for reporting the training and continuous professional development received by the Directors. The training record of each Director is set out on page 118 of this Annual Report.

Time Commitment of Directors

For the year ended 31 December 2021, the Company has received confirmation from each Director that he/she committed sufficient time and attention to the Company's affairs. The Board reviews their contribution annually.

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Re-election, Retirement and Appointment of Directors

The Company has in place a formal and transparent procedure for the appointment of new Directors. A person may be appointed as a member of the Board at any time either by the shareholders in a general meeting or by the Board on the recommendation of the Nomination Committee when it is necessary to fill a casual vacancy. A Director appointed by the Board to fill a casual vacancy shall hold office until the first annual general meeting after such appointment but is eligible for election at the same meeting. All Directors are appointed for a specific term and are subject to retirement by rotation and re-election at the Company's annual general meeting at least once every three years. All Directors have a current term of office not longer than three years. Shareholders may remove a Director before the expiration of his/her period of office by passing a special resolution giving detailed reasons at a general meeting properly convened in accordance with the Bye-laws of the Company for such a purpose.

The election of individual Directors is subject to separate resolutions to be approved by the shareholders. In respect of the re-appointment of an Independent Non-executive Director who has served on the Board for nine years, the Company is required to explain in a circular containing the notice of the annual general meeting why it considers that the Director continues to be independent and why it recommends his/her re-election to the shareholders.

Re-election of Directors

At the 2021 AGM, eight Directors, namely, Mr Raymond KWOK Ping Luen, *JP*, Mr Charles LUI Chung Yuen, *M.H.*, Ms Winnie NG, *JP*, Dr Eric LI Ka Cheung, *GBS, OBE, JP*, Professor LIU Pak Wai, *SBS, JP*, Mr TSANG Wai Hung, *GBS, PDSM, JP*, Dr CHEUNG Wing Yui, *BBS* and Mr LEE Luen Fai, *JP*, retired by rotation and were re-elected as Directors of the Company.

Dr Norman LEUNG Nai Pang, *GBS, JP*, Mr William LOUEY Lai Kuen and Mr LUNG Po Kwan will retire as Directors of the Company and offer themselves for re-election at the 2022 AGM. All these retiring Directors, being eligible, have been nominated by the Nomination Committee and recommended by the Board to stand for re-election at the 2022 AGM. The re-election of each Director will be subject to the voting of shareholders in a separate resolution.

Procedures for Making Proposals to Nominate a Person for Election as a Director

The shareholders are entitled to nominate a person for election as a Director at a general meeting of the Company. The procedures for making proposals to nominate a person for election as a Director are available on the websites of the Company and of the Stock Exchange.

Directors' Indemnities and Protections

The Company has taken out an appropriate insurance policy covering any potential legal actions against the Directors of the Company, which indemnifies the Directors for liability incurred in connection with the Company's activities. These indemnities were in force during 2021 and remain in force.

Delegation by the Board of Directors

The Board maintains four designated Board Committees to oversee various aspects of the Group's affairs: the Standing Committee, the Audit and Risk Management Committee, the Remuneration Committee and the Nomination Committee. The Committees are governed by their respective terms of reference and are provided with adequate authority and resources to discharge their duties. The terms of reference are regularly reviewed and are available on the websites of the Company and the Stock Exchange respectively.

The membership of each Committee (as at 1 January 2022) is shown below:

Name of Directors	Standing Committee	Audit and Risk Management Committee	Remuneration Committee	Nomination Committee
Independent Non-executive Directors				
Dr Norman LEUNG Nai Pang, GBS, JP	Chairman			
Dr John CHAN Cho Chak, GBS, JP	Member		Chairman	Chairman
Dr Eric LI Ka Cheung, GBS, OBE, JP		Chairman	Member	Member
Professor LIU Pak Wai, SBS, JP		Member	Member	
Mr TSANG Wai Hung, GBS, PDSM, JP	Member	Member		
Non-executive Directors				
Mr Raymond KWOK Ping Luen, JP	Member			
Mr Charles LUI Chung Yuen, M.H.	Member			
Ms Winnie NG, JP	Member		Member	
Mr Allen FUNG Yuk Lun		Member		Member
Mr William LOUEY Lai Kuen	Member			
Mr LUNG Po Kwan			Member	
Executive Director				
Mr Roger LEE Chak Cheong	Member			

Standing Committee

The role of the Standing Committee is to advise and assist the Board in devising business strategies, making significant investment proposals and monitoring their implementation. The Standing Committee's findings and recommendations are submitted directly to the Board. In 2021, the Standing Committee held six meetings with the senior management to review and discuss the Group's financial, operational and strategic planning, as well as potential investment opportunities.

Audit and Risk Management Committee

The Chairman of the Audit and Risk Management Committee is Dr Eric LI Ka Cheung, an Independent Non-executive Director of the Company. He is a Certified Public Accountant who possesses the professional qualifications and accounting expertise prescribed by the Listing Rules. Dr LI and the other members of the Audit and Risk Management Committee have diverse experience in various business and professional fields as set down in the Directors' biographies on pages 134 to 142 of this Annual Report. None of the members of the Audit and Risk Management Committee is a former or existing partner of the external auditors of the Company. The Audit and Risk Management Committee is responsible for establishing and maintaining an adequate internal control structure, ensuring the quality and integrity of financial statements, nominating independent external auditors, reviewing the adequacy of external audits in respect of cost, scope and performance, and ensuring that an effective system of internal control and risk management is established within the Company. The Audit and Risk Management Committee's terms of reference are aligned with the recommendations set out in "A Guide for Effective Audit Committees" published by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and are regularly updated with reference to the recommendations of the CG Code of the Listing Rules. The terms of reference are available on the websites of the Company and the Stock Exchange respectively.

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In 2021, the Audit and Risk Management Committee and the senior management held a meeting focusing on safety issues and risk management and two meetings with the Company's external auditors, KPMG, at which the Company's financial reports, internal control systems and other relevant matters were reviewed and discussed. At the end of these meetings, the external auditors were invited to discuss in private with members of the Audit and Risk Management Committee issues noted during the course of the audit and any other matters they might wish to bring to the attention of the Audit and Risk Management Committee without the presence of the senior management. Following each of the two meetings, the Chairman of the Audit and Risk Management Committee submitted a report to the Board of Directors and gave a briefing on all significant issues identified.

The major work undertaken by the Audit and Risk Management Committee in the financial year ended 31 December 2021 included:

(a) Supervision of the Company's Financial Reporting Process, Internal Control and Risk Management Systems

- ✔ Reviewed with the senior management the accounting principles and practices adopted by the Group, the financial results of the Company and its major subsidiaries, the accuracy and fairness of the financial statements, and the scope of internal and external audit work;
- ✔ Reviewed the revised accounting standards and any prospective changes thereto, and considered their impact on the financial reporting of the Company and the Group;
- ✔ Reviewed with the external auditors the effectiveness of the audit procedures and their findings concerning the interim and annual financial statements and results announcements, as well as the management's response to such findings;
- ✔ Discussed and reviewed the internal audit reports prepared by the Head of the Internal Audit Department covering, among other things, audit objectives, audit approach, audit work done and the findings arising therefrom;
- ✔ Examined the qualifications and experience of staff carrying out accounting and financial reporting, as well as the adequacy of resources and training programmes;
- ✔ Conducted reviews with the external auditors and the senior management to ensure that connected transactions were properly disclosed in accordance with the requirements of the Listing Rules; and
- ✔ Monitored the operation of the whistleblowing policy.

Following these reviews and discussions, the Audit and Risk Management Committee recommended to the Board that the unaudited interim financial report of the Company for the six months ended 30 June 2021 and the audited annual financial statements for the year ended 31 December 2021 be approved.

(b) Maintenance of Relationship with External Auditors

- ✔ Reviewed the independence of the external auditors and considered their terms of engagement and audit fee proposal to ensure that there was no impediment to their independence; and
- ✔ Ensured that the external auditors conducted their audit and non-audit services effectively.

Based on the conclusions drawn from these reviews, the Audit and Risk Management Committee recommended to the Board that KPMG, the existing external auditors, be re-appointed as auditors of the financial statements of the Company for the year ending 31 December 2022.

(c) Supervision of the Company's Environmental, Social and Governance ("ESG") Strategies and Reporting Process

- ✔ Monitored and reviewed group-level strategies, policies and sustainability matters;
- ✔ Formed a Task Force to oversee and evaluate the Company's sustainability performance and risks; and
- ✔ Reviewed the Sustainability Report of the Company in accordance with the requirements of the Listing Rules.

Remuneration Committee

The Board has devolved upon the Remuneration Committee the authority to formulate remuneration policies, including the establishment of guidelines to determine the terms and conditions of employment and the remuneration and retirement benefits of Directors and employees of the Group. The Remuneration Committee also draws up criteria for performance-based bonuses and makes recommendations to the Board on human resources related policies based on the Group's goals and objectives. Details of the terms of reference, remuneration policies and work performed by the Remuneration Committee in 2021 are set out in the Remuneration Report on pages 130 to 133 of this Annual Report.

Nomination Committee

The Board has appointed the Nomination Committee to identify suitable candidates of high calibre and with sufficient experience for its consideration, taking into account the Board Diversity Policy. The Nomination Committee ensures that the appointment of Directors undergoes formal, stringent and transparent procedures. The majority of members of the Nomination Committee, including its Chairman, are Independent Non-executive Directors of the Company. The principal terms of reference of the Nomination Committee include:

- ✔ Formulating nomination policy for consideration by the Board and implementing the nomination policy established by the Board;
- ✔ Identifying and nominating for the approval of the Board appropriately qualified candidates for appointment as Directors;
- ✔ Making recommendations to the Board for the appointment or re-appointment of Directors and making recommendations regarding succession planning at the Board level including, in particular, the Chairman and the Managing Director;
- ✔ Reviewing and monitoring the structure, size and composition (including evaluating the balance and blend of skills, knowledge, professional experience, gender, age, cultural and educational background and length of service) of the Board and making recommendations to the Board regarding any proposed changes; and
- ✔ Evaluating degree of independence of candidates for appointment or re-election of Independent Non-executive Directors.

In 2021, the Nomination Committee also performed the following main tasks:

- ✔ Recommended the re-election of retiring Directors;
- ✔ Evaluated all Independent Non-executive Directors' confirmation of independence;
- ✔ Reviewed and confirmed the structure, size and composition of the Board;
- ✔ Endorsed the appointment of Remuneration Committee Members;
- ✔ Reviewed the Board Diversity Policy; and
- ✔ Reviewed the Nomination Policy.

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The Nomination Policy has been adopted by the Company since 2019, which sets out the latest nomination practice, such as the criteria and procedures for sections, appointment and re-appointment of the Directors. This policy can be found on the Company's website.

Attendance Records and Training Records

The Directors' attendance at the Annual General Meeting, Board Meetings and Committee Meetings together with training records in 2021 is given below:

Members of the Board of Directors	Audit and Risk						Types of Training
	2021 AGM	Board	Standing Committee	Management Committee	Remuneration Committee	Nomination Committee	
Independent Non-executive Directors							
Dr Norman LEUNG Nai Pang, GBS, JP (Chairman)	1/1	6/6	6/6				A, B
Dr John CHAN Cho Chak, GBS, JP (Deputy Chairman)	1/1	6/6	6/6		2/2	1/1	A, B
Dr Eric LI Ka Cheung, GBS, OBE, JP	1/1	6/6		3/3	2/2	1/1	A, B
Professor LIU Pak Wai, SBS, JP	1/1	6/6		3/3	2/2		A, B
Mr TSANG Wai Hung, GBS, PDSM, JP	1/1	6/6	6/6	3/3			A, B
Non-executive Directors							
Mr Raymond KWOK Ping Luen, JP (with Ms Susanna WONG Sze Lai, as alternate)	0/1	0/6	5/6				A, B
Mr NG Siu Chan (with Ms Winnie NG, JP as alternate)	0/1	0/6					B
Mr Charles LUI Chung Yuen, M.H.	1/1	5/6	5/6				A, B
Mr William LOUEY Lai Kuen (with GAO Feng as alternate)	1/1	6/6	6/6				A, B
Ms Winnie NG, JP	1/1	6/6	6/6		2/2		A, B
Mr Allen FUNG Yuk Lun	1/1	6/6		3/3		1/1	A, B
Dr CHEUNG Wing Yui, BBS	1/1	6/6					A, B
Mr LEE Luen Fai, BBS, JP	1/1	6/6					A, B
Mr LUNG Po Kwan	1/1	6/6			2/2		A, B
Executive Director							
Mr Roger LEE Chak Cheong (Managing Director)	1/1	6/6	6/6				A, B
Alternate Directors							
Mr GAO Feng (Alternate Director to Mr William LOUEY Lai Kuen)	0/1	0/6					B
Ms Winnie NG, JP (Director and Alternate Director to Mr NG Siu Chan)	1/1	6/6					A, B
Ms Susanna WONG Sze Lai (Alternate Director to Mr Raymond KWOK Ping Luen, JP)	0/1	6/6					A, B

Notes:

- Particulars of the 2021 AGM are set out on page 127 of this Annual Report.
- A: Attending seminars, conferences, forums or briefings.
- B: Reading materials which covered the Company's business, corporate governance matters, Directors' duties and responsibilities.

The Board held six meetings in 2021, which exceeded the minimum requirement of four Board meetings a year under the CG Code. On average, regular Board meetings and Board Committee meetings lasted at least two hours.

Delegation of Responsibilities to Senior Management

The senior management is responsible for implementing the strategies and managing the Group's day-to-day businesses under the continual supervision of the Board and the corresponding Board Committees. Drawing upon the extensive experience and expertise in different areas of each member, senior management provides accurate, adequate and detailed financial and operational information in a timely manner to the Board to keep the Directors informed of the latest developments of the Group, enabling them to make informed decisions and discharge their responsibilities effectively.

The Role of the Company Secretary

The post of Company Secretary is held by Ms Lana WOO, who is a fellow member of The Hong Kong Chartered Governance Institute. She is responsible for ensuring that the correct Board procedures are followed, advising the Board on all corporate governance matters and facilitating the induction and continuous professional development of Directors. She reports to the Managing Director of the Company, and all Directors may call upon her for advice and assistance at any time in respect of their duties and the effective operation of the Board and Board Committees. In 2021, the Company Secretary took more than 15 hours of professional training to update her skills and knowledge.

Accountability and Audit

Financial Reporting

The Board is responsible for the preparation of the Group's financial statements. It ensures that a true and fair view of the financial status of the Group is given in accordance with the Hong Kong Financial Reporting Standards ("HKFRS") issued by the HKICPA and the disclosure requirements of the Companies Ordinance (Cap. 622 of the Laws of Hong Kong). This responsibility extends to the accuracy and sufficiency of the content of interim and annual reports, as well as "price-sensitive" announcements and other financial disclosures required by the Listing Rules, reports to regulators and any information that needs to be disclosed under statutory requirements.

The financial statements of the Company and the Group for the year ended 31 December 2021 given on pages 160 to 235 of this Annual Report represent a true and fair view of the state of affairs of the Company and the Group, and the results and cash flow for the year. The Audit and Risk Management Committee of the Company, together with the senior management and the external auditors, has reviewed the accounting principles and policies adopted by the Group, discussed auditing, internal control and financial reporting matters, and reviewed the financial results for the year ended 31 December 2021.

Internal Control and Risk Management Systems

The Board has the overall responsibility for establishing, maintaining and reviewing the effectiveness of the Group's internal control and risk management systems. It is duty bound to safeguard the Group's assets and stakeholders' interests, manage the Group's existing and anticipated risks, and provide reasonable assurance against material misstatement of information (whether financial or non-financial). Stringent internal control measures are implemented at all levels of the Group in order to ensure effective monitoring of its day-to-day operations.

The Audit and Risk Management Committee is delegated by the Board with the responsibility of maintaining and reviewing the effectiveness of the internal control and risk management systems and determining the nature and extent of any significant risks. With the assistance of the external auditors and the Internal Audit Department, the Audit and Risk Management Committee provides sound assurance regarding the quality and effectiveness of the control practices.

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Internal Control Framework

The Group's Internal Control Framework is monitored, managed and reviewed by the following bodies:

The Board

- ✔ Has the ultimate responsibility for the Group's risk management and internal control systems;
- ✔ Reviews the effectiveness of the Group's risk management and internal control systems in achieving the Group's objectives; and
- ✔ Provides direction on the risk management and internal control culture of the Group.

The Audit and Risk Management Committee

- ✔ Assists the Board in monitoring the performance of the Group's risk management and internal control systems;
- ✔ Reviews the Group's internal control and risk management reports prior to endorsement by the Board;
- ✔ Reviews the effectiveness of the Company's external and internal audit functions; and
- ✔ Ensures staff are appropriately trained for their relevant positions to ensure that they carry out their duties in accordance with the requirements of good internal control practices.

Management

- ✔ Designs, implements and maintains an effective internal control system, including the Group's Quality Management System; and
- ✔ Ensures a proper reporting channel so that emerging risks are reported to the Audit and Risk Management Committee in a timely manner.

The Internal Audit Department

- ✔ Supports the Audit and Risk Management Committee in reviewing the effectiveness of the Group's risk management and internal control systems;
- ✔ Works with business units to ensure sound internal controls and compliance functions are in place; and
- ✔ Conducts independent reviews and other special investigations requested by the Board, the Audit and Risk Management Committee and the management.

The Group's internal control and risk management framework, based on the Committee of Sponsoring Organisations of the Treadway Commission's Internal Control – Integrated Framework issued in May 2013, consists of the following components:

Control Environments

The Group complies with the requirement in the Listing Rules that at least one-third of the Board members should be Independent Non-executive Directors to demonstrate the Board's independence from the management in overseeing the development and performance of internal control. The Board of Directors and the Board Committees are chaired by Independent Non-executive Directors.

There are four designated Board Committees which meet on a regular basis for day-to-day management of the Group's business.

The Group has a well-defined organisational structure with succinct lines of authority and control responsibilities, which are clearly set out in writing and documented in the form of organisation charts and job manuals for the corresponding operating and business units.

Integrity and honourable business ethics are foundational to the continued success of the Group. The Code of Conduct and the Staff Handbook, which are accessible to all Directors and employees, define the rules and policies which all Directors and staff are bound to follow. The Code of Conduct emphasises transparency, objectivity, integrity and reliability in the handling of financial information and the disclosure in financial reports. In addition, the Staff Handbook reminds all staff members that they must not make use of their position to solicit or receive any advantage from any third parties.

A whistleblowing policy has been established by the Audit and Risk Management Committee to deal with concerns related to fraudulent or unethical acts or instances of non-compliance with the law or with the Group's policies that have or could have a significant adverse financial, legal or reputational impact on the Group. The Group will respond to all such concerns expressed fairly and properly. The Group's whistleblowing policy and procedures, which are published on the Company's website, apply to employees at all levels and in all divisions as well as to business partners, suppliers and any third parties that deal with the Group. The Audit and Risk Management Committee has overall responsibility for the whistleblowing policy, notwithstanding that it has delegated day-to-day responsibility for overseeing and implementing the policy to the Company Secretary.

Risk Assessment

TIH Enterprise Risk Management System

The Group has an Enterprise Risk Management System ("ERM System") which has the following objectives:

- ✔ To provide a systematic approach to the early identification and management of risks;
- ✔ To provide consistent risk assessment criteria;
- ✔ To make available accurate and concise risk information that informs decision making including business directions;
- ✔ To adopt risk treatments that are cost effective and efficient in reducing risk to an acceptable level; and
- ✔ To monitor and review risk levels to ensure that risk exposure remains within an acceptable level.

The Group's ERM System was designed with reference to the COSO ERM framework.

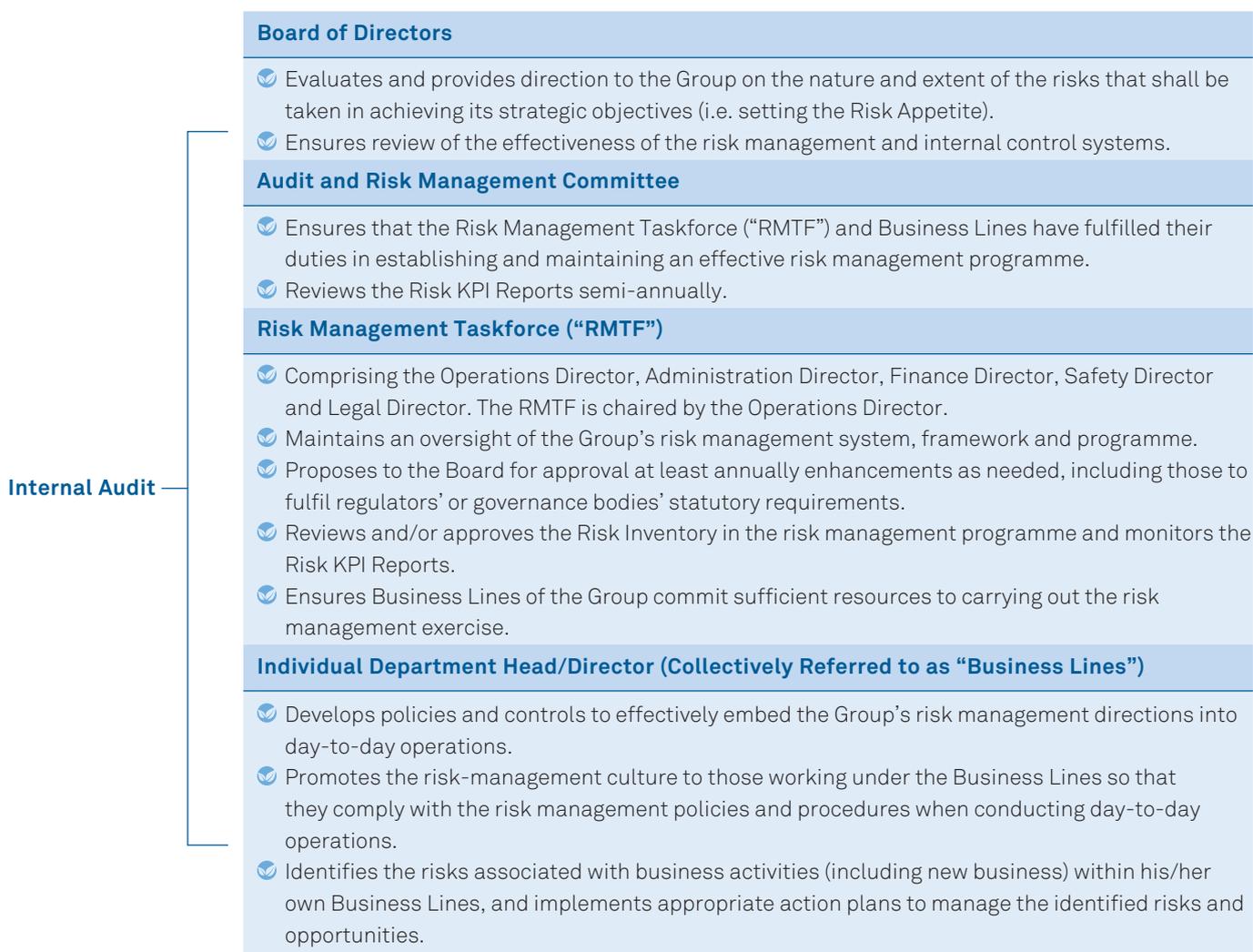
CORPORATE GOVERNANCE REPORT

The Group's risk management structure is as follows:

Risk Rating is determined by Impact and Vulnerability. A dynamic risk rating matrix, using both quantitative and qualitative factors, is used to assess risk.

A Risk Key Performance Indicator Report ("Risk KPI Report") is submitted to the Audit and Risk Management Committee every six months. The Group's major risks as identified by the management are listed in the Risk KPI Report, together with a comprehensive profile of such risks and the monitoring mechanism as established by the management.

TIH Risk Management Framework



Control Activities

The Group's franchised and non-franchised bus services involve well-established business processes. Control activities are built on top-level reviews, segregation of duties and physical controls. Written policies and procedures with defined limits of delegated authority are in place. These policies and procedures include but are not limited to:

- Annual budgeting and planning processes;
- Financial and payment authorisation guidelines;
- Procurement and tendering policies; and
- IT security policy.

Quality Management System

As the Group's franchised operations, KMB and LWB have implemented a quality management system ("QMS") based on the benchmarks prescribed by the International Organisation for Standardisation ("ISO"). Under ISO requirements, major financial and operational procedures and instructions, including illustrative flow charts, are clearly documented and followed by operations.

The Hong Kong Quality Assurance Agency ("HKQAA") conducts annual independent audits of QMS to assess its effectiveness, efficiency and conformity. During 2021, there was no non-conformity in QMS noted during the ISO audit of the operations of both KMB and LWB.

As of December 2021, both KMB and LWB possessed ISO9001:2015 quality management system certification. In addition, all KMB depots are ISO45001-certified for their occupational health and safety systems and two of KMB's major bus depots are ISO14001-certified for their environmental management systems.

Business Continuity Plan

The Group's flagship subsidiary, KMB, has formulated and documented a Business Continuity Plan ("BCP") in respect of key business and IT operations. The BCP is reviewed and updated from time to time according to changes in circumstances. BCP, which is an integral part of the risk management process, creates a systematic approach for providing effective response that enables management to safeguard shareholder value in a crisis by responding promptly and by resuming KMB's critical business functions at acceptable pre-defined levels. KMB performs walkthrough tests and drills periodically to ensure that the BCP will be able to adequately ensure minimal disruption to key businesses if an unforeseeable event occurs.

Information and Communication/Monitoring Activities

The Group's IT systems generate timely data to allow the management to monitor business operations and thus achieve business objectives. Regular and ad-hoc management and operational meetings are held to facilitate the proper monitoring of internal control and risk management mechanism.

CORPORATE GOVERNANCE REPORT

Internal Audit Function

The Internal Audit Department plays an important role in the assessment of the effectiveness of the risk management and internal control systems. It is responsible for providing the Audit and Risk Management Committee and the senior management with independent and objective assurance that the internal control systems of the Group are effective in achieving their objectives, and that any risks and internal control weaknesses have been adequately addressed. The Internal Audit Department holds a group-wide function and covers both franchised and non-franchised operations of the Group. The Head of the Internal Audit Department reports directly to the Audit and Risk Management Committee and the Managing Director.

The Internal Audit Department conducts risk-based internal audit reviews in accordance with the International Standards for the Professional Practice of Internal Auditing. All staff in the Internal Audit Department, including the Head of Internal Audit Department, are required to declare their independence every year.

In 2021, the functions performed by the Internal Audit Department included, among others:

- ✔ Conducting compliance reviews of relevant laws and regulations applicable to the Group's business;
- ✔ Carrying out operational reviews and surprise checks of major internal control processes in respect of both franchised and non-franchised businesses;
- ✔ Performing special reviews and investigations at the request of the Group's management; and
- ✔ Assisting operations in carrying out Internal Quality Audits ("IQA") in accordance with ISO requirements.

Based on the report of the Internal Audit Department and the report of the Company Secretary on the Group's whistleblowing policy, the Audit and Risk Management Committee has concluded that the Group continues to operate in an effective control environment with a control system that adequately monitors and corrects non-compliance in significant areas. Following the Audit and Risk Management Committee's annual review of the Group's internal control systems, the Board is satisfied that the Group complied with the Code Provisions on internal controls in 2021.

Control Practices for Handling and Disseminating Price-sensitive and/or Inside Information

The Company is fully aware of its obligations under the Listing Rules and the Securities and Futures Ordinance. A suite of procedures and internal control measures are in place to preserve the confidentiality of price-sensitive and/or inside information relating to the Group. All members of the Board, senior management and nominated executives, who are likely to have access to price-sensitive and/or inside information because of their office or employment in the Company or a subsidiary, are bound by the Model Code for Securities Transactions by the Directors of Listed Issuers under the Listing Rules. In addition, every employee is required to follow the guidelines of the Code of Conduct and the Staff Handbook to keep unpublished price-sensitive and/or inside information strictly confidential.

External Audit

The external auditors play a crucial role in ensuring the integrity of the disclosure of financial information. During the course of their review of the Company's interim financial report and their audit of the Company's annual financial statements, if the external auditors discover any major irregularities, they will report their findings directly to the Audit and Risk Management Committee and the Board. The external auditors are invited to attend meetings of the Audit and Risk Management Committee, as well as the Annual General Meeting.

The Audit and Risk Management Committee is responsible for monitoring the audit and non-audit services rendered to the Group by its external auditors. There is a formal policy in place to ensure that the engagement of the external auditors in non-audit services will not impair their independence in providing the audit services. The external auditors are also required to review annually their relationship with the Group and to give written confirmation to the Audit and Risk Management Committee of their independent status.

The Company engaged KPMG as its external auditors to audit the financial statements of the Company for the year ended 31 December 2021. KPMG has formally confirmed in writing to the Audit and Risk Management Committee that for the year ended 31 December 2021 and up to the date of this Annual Report, it remains independent of the Group in accordance with the independence requirements of the HKICPA.

The fees for services rendered by KPMG to the Group for the year ended 31 December 2021 are set out below:

	HK\$ million
Audit related services	4.1
Non-audit related services (Note)	1.0
Total	5.1

Note:

Non-audit related services mainly consist of other review and reporting services.

Engagement with Stakeholders

Shareholders

The Company had 3,725 registered shareholders as at 31 December 2021. The shareholders comprise individual shareholders, institutional investors plus people and organisations holding shares via financial intermediaries such as nominees, investment funds and the Central Clearing and Settlement System ("CCASS") of Hong Kong.

The names of the shareholders holding 5% or more of the shares of the Company as at 31 December 2021, other than those who are also the Directors of the Company, are disclosed in the Report of the Directors on page 151 of this Annual Report. The largest single shareholder of the Company is Sun Hung Kai Properties Limited, which retains an equity interest of about 40.3% in the Company.

As at 31 December 2021, the shareholding distribution of the Company was as follows:

Size of registered shareholding	Number of shareholders	% of shareholders	Number of shares (Note)	% of issued share capital
0-1,000	1,384	37.16	432,048	0.09
1,001-5,000	1,389	37.29	3,285,733	0.70
5,001-10,000	379	10.17	2,872,157	0.62
10,001-100,000	468	12.56	13,769,286	2.96
Above 100,000	105	2.82	445,110,190	95.63
	3,725	100	465,469,414	100

Note:

46.10% of all TIH's issued shares were held through CCASS.

Based on information that is publicly available to the Company and the Directors, the Company has maintained a sufficient public float of its share capital in the Hong Kong stock market throughout the financial year ended 31 December 2021.

CORPORATE GOVERNANCE REPORT

Shareholders' Communication Policy

Transparency is vital to good corporate governance. The Board has formulated the Shareholders' Communication Policy to provide shareholders with information about the Company, allowing them to engage with the Company and obtain information about the Company to exercise their rights as shareholders. The Shareholders' Communication Policy is posted on the Company's website and is reviewed regularly to ensure its effectiveness. The Company adopts various communication channels to convey messages to the shareholders, including press releases, announcements, circulars and interim and annual reports. Interim and annual reports, notices of general meetings, announcements and circulars in English and Chinese are posted on the Company's website (www.tih.hk) and the website of the Stock Exchange. They are also delivered to shareholders within the respective deadlines stipulated by the Listing Rules. Other information of interest to shareholders and the public is also available on the Company's website.

Annual Reports

The annual report is a unique source of information for shareholders and other stakeholders who wish to understand the business of the Group. Senior management endeavours to make the annual report informative, comprehensible and transparent, with a sufficient level of disclosure. There are both English and Chinese versions of the annual report and both printed and electronic copies are available to shareholders. In the interests of environmental preservation and economy, the Company encourages its shareholders to choose the electronic version of all the Company's corporate communications such as the annual and interim reports, notices of meetings, listing documents, circulars and forms of proxy. Shareholders are at liberty to change their choice of language or means of receiving the Company's corporate communications by giving written notice of not less than seven days to the Company's share registrar, Computershare Hong Kong Investor Services Limited, or by emailing tih.ecom@computershare.com.hk.

Over the years, the Company's annual reports have won widespread recognition in local and international award programmes. In 2021, the Company won the Gold Award for Cover Photo/Design, Bronze Awards for Traditional Annual Reports and Interior Design, Honours for Written Text and Printing & Production in the Transportation and Leasing category of the International ARC Awards and the Silver Award in the Transportation & Logistics category of the Vision Awards.

The Company's General Meetings

The Directors consider the Company's general meetings an important way of communicating with shareholders. The annual general meetings and other general meetings are normally attended by all Directors and the senior management as well as the Company's external auditors so that any comments or questions raised by shareholders can be addressed.

Shareholders have control over the Company primarily through exercising their voting rights at general meetings. All voting is conducted by poll at general meetings with each shareholder being entitled to one vote. A separate resolution is proposed for each matter, including the election of individual Directors. A circular containing the notice of the annual general meeting, proposed resolutions, biographies of Directors standing for election and information on poll voting procedures is sent to shareholders with the annual report at least 20 clear business days before the annual general meeting.

Annual General Meeting

The 2021 AGM was held on 20 May 2021 and the matters resolved are summarised below:

As ordinary business:

- ✔ Approval of the audited financial statements and reports of the Directors and Auditors for the year ended 31 December 2020;
- ✔ Approval of an ordinary final dividend of HK\$0.50 per share for the year ended 31 December 2020;
- ✔ Re-election of Mr Raymond KWOK Ping Luen, *JP*, Mr Charles LUI Chung Yuen, *M.H.*, Ms Winnie NG, *JP*, Dr Eric LI Ka Cheung, *GBS, OBE, JP*, Professor LIU Pak Wai, *SBS, JP*, Mr TSANG Wai Hung, *GBS, PDSM, JP*, Dr CHEUNG Wing Yui, *BBS* and Mr LEE Luen Fai, *JP* as the Directors of the Company;
- ✔ Re-appointment of KPMG as auditors of the Company, and authorisation of the Directors to fix their remuneration;
- ✔ Granting of a general mandate to the Directors to issue shares;
- ✔ Granting of a general mandate to the Directors to exercise the powers of the Company to purchase its own shares; and
- ✔ Extension of the share issue mandate granted to the Board of Directors.

The details and poll voting results of the 2021 AGM were published on the websites of the Company and the Stock Exchange on 20 May 2021.

The 2022 Financial Calendar of the Company is set out as follows:

✔ Announcement of 2021 final results	17 March 2022
✔ Dispatch of 2021 Annual Report and the accompanying circular to shareholders	14 April 2022
✔ Last day to register transfer to qualify for attending and voting at 2022 AGM	13 May 2022
✔ Book closure for 2022 AGM (both dates inclusive)	16 May 2022 to 19 May 2022
✔ Date of 2022 AGM	19 May 2022
✔ Last day to register transfer to qualify for 2021 final dividend	24 May 2022
✔ Book closure for 2021 final dividend	25 May 2022
✔ Payment of 2021 final dividend	30 June 2022
✔ Announcement of 2022 interim results	mid-August 2022
✔ Payment of 2022 interim dividend	mid-October 2022
✔ Financial year end date	31 December 2022

CORPORATE GOVERNANCE REPORT

Shareholders' Right

Under the Company's Bye-laws, shareholders holding at least 10% of the paid-up capital of the Company and carrying the right of voting at general meetings of the Company may ask the Board to convene a special general meeting ("SGM") for the transaction of business specified in the request. The request must be in written form with the purpose of the meeting stated therein and deposited at the head office of the Company at 15/F, 9 Po Lun Street, Lai Chi Kok, Kowloon, Hong Kong. The request must be signed by the shareholders concerned and may consist of two or more documents in like form, each signed by one or more of those shareholders. The request will be verified with the Company's share registrar and upon its confirmation that the request is proper and in order, the Company Secretary will arrange to convene a SGM by serving sufficient notice to all registered shareholders in accordance with the Company's Bye-laws and the statutory requirements.

Procedures for Making Proposals at General Meetings

Shareholders holding not less than one-twentieth of the total voting rights of all shareholders, having the right to vote at a general meeting or not less than 100 shareholders holding shares in the Company can submit a written request to move a resolution at a general meeting. The procedures for making proposals at a general meeting are laid down in the Company's Shareholders' Communication Policy, which is available on the Company's website.

Procedures for Sending Enquiries to the Board

Enquiries from shareholders can be sent to the attention of the Board. All enquiries should be addressed to the Board or the Company Secretary and sent to the Company's head office at 15/F, 9 Po Lun Street, Lai Chi Kok, Kowloon, Hong Kong. Shareholders may also email their enquiries to the Directors at director@tih.hk. The Company Secretary will respond to such enquiries within a reasonable time.

Constitutional Documents

An up-to-date and consolidated version of the Bye-laws of the Company is published on the websites of the Company and the Stock Exchange. No changes were made to the Company's constitutional documents in 2021.

Dividends

The Company adopts a dividend policy of providing its shareholders with a stable dividend. As an alternative to receiving a cash dividend, the Company offers a scrip dividend programme, which enables its shareholders to elect to receive new fully paid shares.

In determining the dividend amount, the Board will take into account a number of factors such as the Group's financial performance, future capital expenditures and financial position, as well as the general economic and business conditions. The policy will be reviewed from time to time so as to keep in line with the future prospects and capital requirements of the Group and the changes in market conditions.

General Public

The Group uses the following communication channels to keep the general public informed of its developments:

Website – The Company's website (www.tih.hk) offers a wide range of company, financial and corporate social responsibility information about the Group and its various businesses for shareholders and other interested parties.

Media and Online Communication – To keep the public informed of the bus services of KMB and LWB, the two major subsidiaries of the Group, press sessions are held to introduce the media to the latest developments in respect of services, facilities, safety and efforts in environmental protection. Social media such as Facebook and Instagram are also used to publicise KMB's initiatives and achievements, as well as to gather useful feedback from the public.

Publications – KMB and LWB publish a number of booklets which keep the travelling public updated on their services and operations. These publications can be accessed on the companies' websites (www.kmb.hk and www.lwb.hk).

Employees

Effective communication between the management and staff is a key means to boost efficiency and morale. The staff website is an effective way for employees to access relevant management announcements and information on issues that concern them, such as payroll and staff events and activities. Orientation training courses, e-learning programmes and a staff forum are also available online. The corporate magazine *KMB Today* keeps employees, especially frontline staff, informed of news and events relating to the Group and the industry.

The Staff Handbook, which is accessible on the staff website, allows staff to know more about the Company's human resources policies and employment guidelines.