

**Dear shareholders, investors, clients, employees, and partners of Shoucheng Holdings:**

This is my fifth report as the Chairman of Shoucheng Holdings (hereinafter referred to as the Company) Board of Directors. Over the past five years, breakthrough growth in our key operating indicators has been achieved. In the first year of the transformation of the Company's main business, the turnover increased from HK\$ 177 million to HK\$ 1.195 billion in 2021, which is an increase of 577%, representing a 69% year-on-year increase in 2021 compared to that of 2020; the net profit before tax and after deduction of non-recurring profits and losses increased from HK\$ 57 million in 2017 to HK\$ 695 million in 2021, which is a 1,119% growth; and in exclusion of the overall impacts in 2021 of Shougang Fushan Resources Group Limited ("Shougang Resources"), a company listed in the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange") with stock code 639, there was a comparable year-on-year increase of 12% in 2021 to that of 2020; the gross profit margin that was 0.2% in 2017 rose to 45.8% in 2021, having a year-on-year increase of 21% in 2021 compared to that of 2020; and in exclusion of goodwill net assets, there was an increase from HK\$ 3.657 billion at the beginning of 2017 to HK\$ 10.085 billion at the end of 2021, which is an increase of 176%; the cash dividends of the Company in the past five years totalled HK\$ 2.8 billion, and the Company's strategic investors and small to medium shareholders, have fully shared in the fruitful results of the Company's growth and business developments.

What is it in hindsight that has allowed us to give an impressive performance and rapid growth in the past five years? What kind of feasible business model have we explored over the past five years? What can we rely on to achieve high-quality and sustainable development for the future? On behalf of the Board of Directors, I would like to answer and reflect on the above questions.

尊敬的首程控股的股東、投資人、客戶、員工及夥伴們：

這是我擔任公司董事會主席以來的第五份報告。五年來，我們的主要經營指標實現了突破性的增長。主業營業額從轉型初年的1.77億港幣到2021年的11.95億港幣，增幅為577%，2021年同比2020年增幅為69%；扣非後的稅前淨利潤從2017年0.57億港元到2021年的6.95億港幣，增幅為1,119%，2021年剔除首鋼福山資源集團有限公司（「首鋼資源」），一間於香港聯合交易所有限公司（「聯交所」）主板上市，股份代號639之股權整體影響，同比2020年增幅為12%；毛利率從2017年的0.2%上升到2021年的45.8%，2021年同比2020年增幅為21%；剔除商譽後的淨資產從2017年初的36.57億港幣到2021年底的100.85億港幣，增幅為176%；五年來公司的現金分紅總金額累計28億港幣，公司的戰略投資人、中小股東充分分享了公司成長和業務發展所帶來的豐碩成果。

五年來，亮眼的業績和快速增長的背後，我們做對了什麼？五年來，我們探索出怎樣可行的商業模式？面向未來，我們依靠什麼可以實現高質量、可持續的發展？下面，我代表公司董事會就上述問題，做出回答和思考。



## CHAIRMAN'S STATEMENT 主席報告書

### CHAPTER ONE A SUMMARY OF THE FIVE-YEAR STRATEGIC TRANSFORMATION

*Looking over the past five years, we have been firm to implement our strategic transformation, focused on building our leading edge in the parking industry, forming a business model with the operational advantages of "Infrastructure Asset Efficient Operation Center + Infrastructure Real Estate Fund Management", and established a well-aligned and efficient organization, achieving a win-win situation for both social services and commercial value.*

#### 1. Quality Service Development Mission

What is the purpose of an organization? What is our mission? How do we create long-term value? Only when we think in a bigger picture can we have the answers: what kind of social problems have we solved and what kind of customer value have we created.

As China enters a new stage of high-quality development, what we now face is the contradiction between unbalanced and inadequate development and the people's ever-growing needs for a better life. In context of the people's livelihood, the inadequacy of parking lots and chaotic parking closely relate to the people's urban life that is particularly prominent. The construction of infrastructure and highly-efficient operation have become one of the focuses of social development in the new era. Therefore, our mission must involve planning with new historical positioning and coordinates in mind, and address social concerns as well as to serve the real needs of the society.

### 第一章 五年戰略轉型的總結

回顧過去五年，我們堅定實施戰略轉型，集中打造在停車出行領域的領先優勢，形成了「基礎設施資產高效運營中心+基礎設施不動產基金管理」的商業模型和經營優勢，建立與之匹配的高效組織，實現社會服務與商業價值的雙贏。

#### 一、服務高質量發展的使命

組織存在的目的是什麼？我們的使命是什麼？我們如何創造長期的價值？只有從更大的格局中來思考才有答案：我們解決了什麼樣的社會問題，我們創造了什麼樣的客戶價值。

隨著中國進入高質量發展的新階段，社會主要矛盾變為人民日益增長的美好生活需要和不平衡不充分發展之間的矛盾。在民生領域，跟老百姓城市生活息息相關的停車難、停車亂的問題尤為突出。基礎設施資產的構建和高效運營，逐步成為新時代社會發展的關注點。我們的使命必然要從新的歷史方位和時代坐標來思考來謀劃，解決社會關注問題，服務社會真實需求。



We aspire to be a great world-class corporation, one that must solve major social problems, and must create sustainable value for customers. The greater the problem we solve, the greater the value we create. All the business success and financial rewards can be attributable to the right choice at the right time.

Over the past five years, we have always firmly believed in the long-term development resilience of China's economy for the better and see a positive full picture of the industrial directions supported by national policies. Shoucheng Holdings' missions are not abstract concepts, we chose to persevere in providing meaningful and influentially lasting services and products for society, to become today's most efficient and leading infrastructure asset operations central in the fields of infrastructure real estate fund management and parking. Accordingly and in getting through the relevant chains, then building in order to reach this goal, we will also set up an infrastructure real estate asset management platform based on the efficient operations. At present, we are on track to become a trailblazer of China's infrastructure real estate funds (REITs) and committed to being a leader in the parking asset management industry.

We firmly believe that China's is the best. A world-class infrastructure operator and asset manager will surely emerge in China. By seizing the opportunities of the times, we look forward to becoming such an organization.

我們想成為一家偉大的世界級企業，一定是解決了重大的社會問題，一定是為客戶創造了持續的價值。解決的問題有多大，創造的價值就有多大。一切商業上的成功與財務上的回報都是因為我們在正確的時機選擇了正確的事情。

五年來，我們始終堅定地相信中國經濟長期向好的發展韌性，全面看好國家政策支持的產業方向。首程控股的使命是具體的不是抽象的，我們選擇在基礎設施不動產基金管理和停車出行領域，努力為社會提供有意義、影響深遠的服務和產品，成為當下最為高效和領先的基礎設施資產高效運營中心機構。與之配合，打通相關鏈條，我們也將在運營基礎上，構建服務於這一目標的基礎設施不動產資產管理平台。當前，我們正在成為中國基礎設施不動產基金(REITs)道路的先行者，致力成為停車出行資產管理行業的領導者。

我們堅定地相信中國的是最好的。中國一定可以出現世界級的基礎設施運營和資管機構。時代給予了機會，我們期待首程有機會成為這樣的機構。

## 2. Pragmatic Development Strategy

Under the conventional business structure, the Company's operation had experienced serious difficulties due to the impact of the industry cycle. Since 2017, based on the predictions of China's long-term economic growth, we seized the opportunity of the times presented by the cycles of the industry and the technological changes. With the relentless efforts of our team as well as the strong support of new and existing shareholders, over a five year period, by replacing conventional business forms with new business forms, and conventional models with new models, we successfully implemented new transformation in enterprise development.

In the past five years, we have firmly implemented strategic transformation, continued to sell non-core assets, and promoted the divestiture or restructuring of old businesses. The Company bought new core business assets in 2017, sold the equity interest in Shougang Century Holdings Limited ("**Shougang Century**"), a company listed in the Main Board of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") with Stock code 103, in 2018, ceased the trading of iron ore completely in 2019, and sold the equity interest in Shougang Resources in 2021. This series of actions executed has allowed the Company to break out of the influence of conventional industry cycles, which demonstrated our strength as a whole and our firm determination to focus on the main business, and showed our fulfilment to our promise to investors.

Over the past five years, we were strongly optimistic about the broad market prospect of China's parking sector and have placed our strategic resources in focusing on this main race track. In the new strategic direction, we take market demand as the guide, innovate and refine the product system, actively expand the market and development space, and continue to increase technological innovation to improve operational efficiency. We have now built a mature product system in China's parking sector, built up our core competitiveness and moat, established a leadership position, and gradually widened the leading gap with our competitors. The momentum of business growth remains strong despite the pandemic, which fully demonstrates our market resilience and broad prospects of the main race track. In the future, we will strive to win greater market opportunities.

## 二、務實的發展戰略

在傳統的業務結構之下，公司經營曾受到產業週期的影響出現嚴重困難。從2017年開始，基於對中國經濟長期向好的判斷，我們抓住行業週期與技術變革的時代機遇，在團隊的不懈努力和新老股東的大力支持下，歷經五年的時間，以新業態代替舊業態，新模式代替舊模式，成功實現了企業發展新舊動能的轉換。

五年來，我們堅定地實施戰略轉型，持續出售非核心資產，推動舊業務剝離或重組。2017年置入新主營業務資產，2018年出售首佳科技製造有限公司（「**首佳科技**」），一間於香港聯合交易所有限公司（「**聯交所**」）主板上市，股份代號103之股權，2019年全面停止鐵礦石貿易業務，2021年出售首鋼資源股權，這一系列動作的落地讓公司徹底擺脫了傳統產業週期的影響，展現了我們力出一孔、聚焦主業的堅定決心，兌現了對廣大投資者的承諾。

五年來，我們堅定地看好中國停車出行領域的廣闊市場前景，集中戰略性資源投入到這個主賽道。在新的戰略方向上我們以市場需求為導向，創新和打磨產品體系，積極拓展市場區域和發展空間，持續加大科技創新提升運營效率。目前我們已經在中國停車出行領域打造了成熟的產品體系，構建起核心競爭力與護城河，樹立起領導性地位，逐漸拉大與競爭對手的差距。疫情之下業務增長的勢頭依然強勁，充分說明主賽道的市場韌性和廣闊前景。未來我們將努力爭取贏得更大的機會。

In the past five years, we have persisted in our efforts in the infrastructure real estate sector and made great strides in the scale and management capabilities of our infrastructure funds. In this model, the scale and influence of infrastructure real estate funds, can make deeper and wider the industry moat of protection by the released gathered effects from grouping clusters at land bases and the advantages of industrial integration. In 2021, our infrastructure real estate fund management business witnessed a new policy boost, and the market is blessed with “deeper water and bigger fishes” as well as a promising future. We have explored a revolving development model of “fund + property + industry”, and through strategic investments, we are exploring in-depth the investment opportunities derived from land bases and industries, growing together with the entities by adhering to the principle of “less frequent large investment industry empowerment, and no investment with no empowerment”. Although strategic investment is not as large as infrastructure real estate investment, it can generate certain investment benefit, synergy effect and social value which are complementary to infrastructure real estate. This fully embodies the unique value of “adhering strictly to the right path to achieve success by innovation and building a mutually-complementary ecosystem” behind the business model.

五年來，我們堅持在基礎設施不動產領域持續發力，基礎設施基金的規模和管理能力上也取得長足進步。在這個模式中，基礎設施不動產基金憑藉著規模和影響力，可以將基地的集群效應和產業的一體化優勢集中釋放，做深做寬我們的產業護城河。2021年，我們的基礎設施不動產基金管理業務又迎來新的政策紅利，未來市場水大魚大，前景可期。我們探索出「基金+基地+產業」循環發展模式，通過戰略投資深度挖掘基地和產業上衍生出的投資機會，堅持低頻大額、不賦能不投資的原則，與實體產業共同成長。戰略投資在規模體量上雖不及基礎設施不動產投資，但戰略投資能為公司帶來的投資收益、協同效應和社會價值與基礎設施不動產相得益彰，這充分體現了模式背後「守正出奇、生態互補」的獨特價值。

Through a successful strategic transformation, the Company's business structure has been fully transformed from a typical periodic industry to an infrastructure asset management field that spans economic cycles with sound cash flow and stable and healthy operations. Focusing on the core business, with its operating results continuing to improve, the Company has been rejuvenated and entered a new phase of rapid development.

### 3. Coordinated Business Structure

According to a research report by the Company's Wanwu Research Institute ([www.wwresearch.com](http://www.wwresearch.com)), the size of China's stock infrastructure scale is worth between RMB160 trillion and RMB180 trillion. If only 1% of it is securitized, a trillion-Yuan market will be built. Problems such as limited financing channels and difficulty in capital exit still exist in the traditional investment and financing models of infrastructure in China. The development of publicly-offered infrastructure REITs can recover the existing stock of assets, reduce leverage, resolve local debt risks, provide social capital with multiple exit options, and enable ordinary investors to share the returns of infrastructure investment. This provides a wider platform for the development of infrastructure asset management in China.

China ushered in the era of the publicly-offered infrastructure REITs with two batches of publicly-offered REITs being listed in 2021, which is a historical opportunity that we have waited on and prepared for many years. Before any event happens, there is always a chance of it occurring, the probability is always neither 0% nor 100% but once it occurs, the chance is 100%.

通過成功的戰略轉型，公司業務結構從典型的週期性行業全面轉型為跨越經濟週期、現金流良好、運營穩定健康的基礎設施資產管理領域。在核心主業之下，公司重煥新生，經營業績持續改善，步入快速發展的新階段。

### 三、 協同的業務結構

根據公司旗下萬物研究院的研究報告，截止2021年中國存量基礎設施規模價值處於160萬億至180萬億人民幣之間。若僅將其中1%進行資產證券化，即可撐起一個萬億規模的市場。中國基礎設施在傳統的投融資模式下，存在融資渠道狹窄、資本退出困難等問題，發展基礎設施公募REITs可以盤活存量資產，降低槓桿率，化解地方債務風險，為社會資本多種可選擇的退出方式。普通投資者也能夠共享基礎設施投資的收益。這為中國基礎設施資產管理提供了廣闊的發展舞台。

2021年，先後兩批基礎設施公募REITs的發行，中國正式迎來了基礎設施公募REITs的時代，這是我們等待和準備了多年的時代機遇。任何一個事情在發生之前都有一個概率，這個概率既不是0%，也不是100%，但一旦發生了，那就是100%。

In the past year, we have given all our efforts on the REITs sector, and our team has deeply involved in REITs issuance, helping Shougang Green Energy (180801.SZ) to successfully list as one of the first REITs projects in China; We have established several strategic placement funds and became an important long-term strategic investor for almost all listed REITs projects. In addition, we have launched a RMB10 billion scale of Pre-REITs fund for green and environmental protection, with an initial phase of RMB 4.5 billion in cooperation with China Life. We intend to acquire high-quality infrastructure assets for stockpiling and cultivation, realize project value appreciation by empowering the assets, and place mature projects upon incubation into the publicly-offered infrastructure REITs funds to complete exits in the future, thereby establishing the Company's closed-loop model in the entire REITs chain. Our participation in strategic placement investment is only the beginning and entry point of the Company's REITs layout. In the future, we will accelerate the development of our unique whole REITs chain operation and development model with our strong fund-raising ability, precision industry investment ability, lean operation and management ability, as well as mature and comprehensive exit capability.

In the field of parking, the number of car ownerships in China has exceeded 300 million in 2021, and the shortfall of parking spaces has exceeded 80 million. The falling behind management of public parking resources and the lack of innovative products on the supply side have made the problems of "parking difficulty and parking chaos" more and more prominent. Since entry into the parking asset management field in 2018, we have built a comprehensive capability of planning and design, investment and construction, management and operation, innovation and value-addition in the whole business cycle and whole industry chain.

過去一年，我們全力佈局REITs領域，團隊深度參與了REITs發行，助力首鋼綠能(180801.SZ)作為國家首批REITs項目之一成功上市；設立多只戰略配售基金，成為幾乎全部已上市REITs項目的重要長期戰略投資人。此外，我們還發起了百億規模的綠色環保Pre-REITs基金，首期與中國人壽合作，規模45億元，擬收購優質基礎設施資產進行儲備和培育，通過為資產賦能實現項目價值提升，未來將孵化成熟的項目置入基礎設施公募REITs基金完成退出，憑此確立公司在REITs全鏈條的閉環模式。參與戰略配售投資僅是公司佈局REITs領域的起步和切入點，未來我們將憑借強大的基金募資能力、精準的產業投資能力、精益的運營和管理能力、成熟而全面的退出能力，加速打造其獨一無二的REITs全產業鏈運作發展模式。

在停車出行領域，2021年中國汽車保有量已超過3億輛，停車位短缺數量將超過8,000萬個，而公共停車資源的落後管理和供給側創新產品的不足，使得城市「停車難、停車亂」的矛盾將愈發突出。自2018年切入停車資產管理領域以來，我們已經建構出規劃和設計、投資和建設、管理和運營、創新增值的全週期、全鏈條的綜合能力。



## CHAIRMAN'S STATEMENT 主席報告書

It is definite that top world-class companies will emerge from China and surpass to stand out amongst peer companies across Europe, America and Japan. Although we are still an order of magnitude away from our peers in the industry in terms of scale, we will definitely become the best parking company in China as long as we firmly walk in the way of Chinese characteristics and persistence using the effective means of combining industry and finance, technological innovation and asset efficiency to serve the city's smart mobility and people's parking needs.

Until now, we have formed a mature and diversified product system, featuring three mainstream business categories, including transportation hub, municipal infrastructure and commercial real estate. We have established complementary and flexible cooperation models, with franchising, long-term leasing, cloud hosting services and entrusted management as the main operation models to effectively mitigate the risks that can arise from a single model. In addition to the efforts of our own business development team, we have established close partnerships with local governments, key central and state-owned enterprises, various types of developers and resource holders. Our organization and teams have penetrated into mega-city clusters, and our business has covered the most dynamic economic regions in China, such as Beijing-Tianjin-Hebei Region, Southeast Region, Chengdu-Chongqing Region and Greater Bay Area; as to science and technology, always focusing on improving operational efficiency, furthermore we have formed a technology service capability that is ahead of the industry, and started to export our technological capabilities within the industry.

中國停車出行資產管理領域一定會出現世界級的企業，將會超過歐美及日本的同行。雖然目前我們在資產規模上與這些同行還相差一個數量級，但只要堅定地走中國道路，堅定地運用產融結合、科技創新和資產提效等有效手段，服務於城市智慧出行和百姓停車消費需求，就必然能成為中國最好的停車出行企業。

目前，我們已經形成成熟、多元的產品體系，打磨出交通樞紐、市政配套、商業辦公等三種主流業態；建立了互補性、靈活性的合作模式，以特許經營、長期租賃、雲端托管和委託管理為主的經營模式，可以有效抵抗單一模式的風險；除了自有業務拓展團隊的努力深耕，我們和地方政府、重點央國企、各類型開發商和資源持有者等建立起緊密的夥伴關係；在區域上我們下沉組織和團隊，業務已經覆蓋京津冀區域、東南區域、成渝區域、大灣區區域等中國最具活力的經濟區域；在科技方面，我們始終以提升運營效率為核心，形成了領先於行業的科技服務能力，並開始向行業進行科技能力的輸出。

The synergy between infrastructure and real estate fund management and parking sectors will create greater value. The publicly-offered infrastructure REITs provide development channels and exit paths for parking asset, and the experience we have accumulated in the latter has laid a solid foundation for the business development in REITs. This business model forms a closed-loop from asset acquisition to asset operation and upgrade to asset securitization. The multi-level linkage and synergy of core business is the core competitiveness of the Company in the long business cycle, which will also be further optimized and verified in the future.

#### 4. Efficient Organizational Structure

In the past five years, we are followed our mission to serving the society, we completed the strategic transformation, and achieved synergistic progress of our business, in which we could not have accomplished without the backup of a dedicated and committed team. Over the past five years, we have built a flat organization, efficient operation rules, a professional talent team, a market-oriented incentive mechanism and collective values, which ensured the efficiency, vitality and pioneering spirits of the organization and guaranteed the strategic implementations and attained the operational targets.

In terms of organizational structure, continuous efforts were made to create a flat organization. Too many levels of organization will inevitably lead to inefficient decision-making and make the company insensitive to the market front line. To prevent this from happening, we aim to achieve efficiency and quality in management decisions by streamlining and optimizing the organizational structure, reducing management levels, and optimizing the authorization and decision-making system with the goal of "making things happen efficiently".

基礎設施不動產基金管理與停車出行兩個業務協同將創造更大價值，基礎設施公募REITs為停車出行資產提供發展的渠道和退出的通路，我們在停車出行業務所積累的經驗為基礎設施不動產基金(REITs)的業務發展奠定了堅實的基礎。這一商業模型形成了從資產獲取到資產運營升級再到資產證券化的閉環模式，核心業務的多層次聯動和協同是公司在長週期的核心競爭力，也將在未來得到進一步優化和驗證。

#### 四、 高效的組織基礎

過去五年，我們踐行了服務社會的使命，完成了戰略的轉型變革，實現了業務的協同並進，這背後離不開一支盡心盡力、說到做到的團隊。五年來，我們通過構建扁平的組織、高效的運行規則、專業的人才隊伍、市場化的激勵機制和塑造集體的價值觀，確保了組織的高效、活力和進取，保障了戰略落地和經營目標的達成。

在組織結構上，持續努力打造扁平化組織。過多的組織層級，必然導致決策效率的低下，讓企業失去對市場一線的敏感度。為此，我們以「高效成事」為目標，通過精簡優化組織結構，減少管理層級，優化授權與決策體系，力圖實現管理決策的效率和質量。



## CHAIRMAN'S STATEMENT 主席報告書

In terms of operating rules, we have built a streamlined process and system. An efficient organization needs not only a flat structure, but also efficient operation rules. To this end, we continue to streamline work processes, draw upon practical lessons, and to created and improve the incentive mechanism, collaboration, negative list management model and internal settlement so that the team can devote more efforts to producing more innovative work.

In terms of human resource talent development, we insist on the concept of drawing talents to our business and cultivating them in the business. We firmly believe that the cornerstone of an organization is its talents, and only by attracting and cultivating more excellent partners can the company have a future. Over the past few years, we have continued to build an excellent career development platform, recruited outstanding professionals, built a sustainable career ladder, gave promotions to internal staff, and strengthened skills development and training. During the past year, we focused on increasing the training and integration of our middle and senior management teams. Our subsidiary CANPLUS, has built a middle and senior management talent training system around leadership and management improvement for this group; our subsidiary, Wanwu Research Institute, has established a mutual transformation mechanism between research and investment by driving targeted investment with in-depth research. These two systems have enabled the Company to move gradually with the change implementation from gathering talents to training talents.

在運行規則上，構建精簡的流程和制度體系。高效的組織不僅需要扁平化的結構，更需要高效的運行規則。為此，我們持續精簡工作流程，沉澱實踐經驗，創製並完善激勵、協作、負面事項管理、內部結算等方面規則，讓團隊把更多的精力用於創造性的工作。

在人才發展上，堅持以事業吸引人才，在事業中培養人才的理念。我們深信組織的基石在人才，只有吸引和培養更多優秀夥伴，公司才有未來。過去幾年，我們不斷打造卓越的事業發展平台，招募優秀的專業人才，建設可持續的人才梯隊、提拔內部員工、強化技能的培養和訓練。年內我們著力加大了中高管團隊的培養和融合力度，公司旗下的參加CANPLUS公司圍繞中高管領導力和管理力提升，構建了中高管人才培養體系；公司旗下的萬物研究院以深度研究帶動精準投資，促成公司確立了研究與投資的相互轉化機制。這兩個體系使公司逐漸實現從人才聚合向人才培養的轉變。

In terms of system of rewards and incentives, we adhere to the market-oriented direction. The Company establishes and continuously updates the rewards system with the oriented by the changing market, driving the initiatives and motivations of employees through a challenging and stimulating performance management model; by building a competitive salary incentive system, allowing hard-working employees to share in the risks and benefits with the Company, and gain sufficient respect and rewards. During the past year, the Company's equity incentive plan was officially launched. This is an incentive for the core management staff and talents who has contributed to the Company's transformation.

In terms of corporate culture, we build common and positive corporate values. We have always attached great importance to the culture and values of our common team. The collective way of thinking and acting is both an important guarantee for the whole organization to work together, and an indispensable soft power for the efficient operation of the organization. In the past few years, the values and codes of conduct we have established have been deeply understood and thoroughly practiced. We hope that we will continue to pass on our culture and values to create an organization with mission and responsibility, with ideals and beliefs, and with an ethical behavioural bottomline.

Our efforts in the above five dimensional areas has setup the foundation for the efficient operation of the organization, and such a foundation is our guarantee for innovative development, collective efforts and cultural integration. Organizational building is an ongoing process where there continues to be room for improvement, however investing in the right projects and right people is especially important for us. Building on the foundation of gathered talents and knowledge, the key focus to building our organisation in the future will be growing the next generation army of trainees.

在激勵機制上，始終堅持市場化方向。公司建立並持續完善激勵機制的市場化改革方向，通過有挑戰性的績效管理模式，挖掘員工的積極能動性；構建有競爭力的薪酬激勵機制，讓奮鬥者與公司共擔風險、共享收益，並獲得足夠的尊重和獎賞。年內，公司的股權激勵計劃正式落地，這是對核心管理人員和對公司轉型做出貢獻人才的激勵。

在組織文化上，建立共同和正向的企業價值觀。我們始終重視共同團隊的文化與價值觀，集體的思考方式和行事風格，既是組織上下同欲的重要保障，也是組織高效運行不可或缺的軟件因素。過去幾年，我們確立的價值取向和行為準則，得到了深入理解和主動踐行，希望我們不斷傳承文化與價值觀，打造一個有使命責任、有理想信念、有行為底線的組織。

我們在上述五個維度下的功夫，搭建了組織高效運行的基礎，這樣的基礎是我們實現創新發展、集體奮鬥和文化融合的保障。組織建設始終在路上，我們還有許多的地方需要完善，但是投資在正確的事情和人上，對我們尤為重要。群星匯聚、群智湧現的局面初步形成，青年一代的成長和子弟兵的構建將是未來組織建設的重點。

## CHAPTER TWO THE FUTURE UNDER A NEW BUSINESS LANDSCAPE

*At this new development stage, we can win the future only by building a business model where we can demonstrate our own characteristics, leverage our resource endowment and form differentiated core competencies and focus on the future.*

Over the past five years, we have been actively laying out the promising infrastructure real estate businesses including parking, industrial park, redefining product categories through the linkage of cross-disciplinary resources, and have comprehensively improved the efficiency and capability of industrial operations. With the official launch of China's publicly-offered infrastructure REITs, our advancing asset layout and the existing operational capabilities have become more significant, and our business model of "efficient infrastructure asset operation center + infrastructure real estate fund management" has taken shape.

To build an efficient infrastructure asset operation centre requires making strongholds tying strong knots, staying in the battle, although it is labour intensive and tiring, but operating is actually the basis to asset return. Rooted on the basis of the actual economy with strong competency is the cornerstone of asset management and financial innovation; financial innovation built on the basis of efficient asset operation can result in appreciated asset value, which means the longer we hold asset, the greater the absolute returns. The organic combination of industrial operations and asset management will bring a "Davis double-killing effect" on top of the liquidity of China's REITs market.

### 1. Infrastructure real estate fund management: REITs' development and market space

During the year 2021, China's first REITs in the infrastructure sector were officially listed. This is the trumpet of a new era! China's REITs market focuses on infrastructure real estate, and the central government encourages pilot REITs in areas such as transportation, energy, municipal infrastructure, ecological and environmental protection and storage & logistics.

## 第二章 新商業圖景下的未來

站在新發展階段，我們只有形成符合自身業務特點、發揮資源稟賦優勢、形成差異化核心競爭力、構建起面向未來的商業模式，才能贏得未來。

五年來，我們積極佈局前景廣闊的停車出行、產業園區等基礎設施不動產的業務，通過跨界資源的鏈接，重新定義產品品類，全面提升了產業運營的效率和能力。伴隨著中國基礎設施公募REITs的正式推出，我們前期的資產佈局和運營能力的積累變得更有意義，公司「基礎設施資產高效運營中心+基礎設施不動產基金管理」的商業模型已具雛形。

基礎設施資產高效運營中心，需要結硬寨，打呆仗，雖然是苦活累活，但運營是資產收益的根本所在，這些扎根在實體經濟之上的硬實力正是資產管理與金融創新的基石；建立在資產高效運營基礎之上的金融創新，可以實現資產價值的放大，對資產的持有更長期，絕對收益也將更大。產業運營和資產管理的有機結合，在中國REITs市場的流動性之上，將帶來「戴維斯雙擊」。

### 一、基礎設施不動產基金管理：REITs的發展和空間

年內，中國首批基礎設施領域REITs正式上市。這是新時代的號角！中國REITs市場重點覆蓋基礎設施不動產，國家鼓勵交通、能源、市政基礎、生態環保、倉儲物流等領域試點REITs。

As of 30 March 2022, the market value of the 11 listed Chinese REITs has reached RMB44.34 billion. Considering China's globally leading advantage in infrastructure scale, it will soon witness the birth of a trillion-Yuan publicly-offered infrastructure REITs market as a large number of excellent infrastructure assets will hit the market through this mechanism in the next five years.

At the same time, with the "awakening" of the "dormant" infrastructure assets, the areas covered by REITs in China will generate sufficient liquidity, which will eventually be manifested in the asset market value. Most infrastructure assets, previous collateral or guarantees, had their value calculated at a discount in the eyes of traditional funds and their cash flow value could not be fully reflected. Publicly-funded REITs provide an important opportunity for our infrastructure to be revalued and to have their prices increased.

I have listed below the cumulative return rates and cash dividend distribution rates of the 11 REITs that have been listed. You can see that domestic REITs have performed very well in the secondary market, with sound fundamentals and favorable trading factors to help domestic REITs achieve excess returns outperforming most asset classes. Since the first publicly-offered infrastructure REITs were listed on 21 June 2021, as of 31 December 2021, listed publicly-offered infrastructure REITs have increased accumulated by 25.49% on average, while the CSI 300 witnessed a total increase of -3.18% over the same period, the publicly-offered infrastructure REITs delivered a relative excess return of 28.67% comparing to the CSI 300. From the overseas REITs market practice, the return of publicly-offered infrastructure REITs is usually at a high level. For example, the annualized return of them in the United States is nearly 20% in the past 5 years, which is in the first echelon of all types of REITs and well above-average. With huge growth potential and inimitable unique advantages, the domestic infrastructure REITs can bring considerable returns to investors in the future.

截至2022年3月30日，已上市的11只中國REITs市場價值已達到443.4億人民幣，考慮到中國在基礎設施領域全球領先的規模優勢，未來5年，大量優秀的基礎設施資產都將通過REITs登陸市場，中國基礎設施公募REITs的整體規模達到萬億人民幣規模近在咫尺。

與此同時，伴隨著「沉睡」的基礎設施資產被「喚醒」，中國REITs覆蓋的領域將產生足夠的流動性，而流動性的提升最終將會被市場定義到資產價值中。這些基礎設施資產過往大部分都是抵押品或擔保物，其價值在傳統資金眼中，都是按照一定折扣計算的，資產本身的現金流價值無法得到充分體現，依托公募基金REITs為我國基礎設施提供了資產價值重估和價格提升的重大機會。

我在下面列舉了已上市的11只REITs的累計收益率和現金分派率，可以看到境內REITs在二級市場的表現非常優秀，基本面情況及交易因素共同助力境內REITs實現了超越多數類別資產的超額收益。自2021年6月21日首批基礎設施公募REITs上市以來，截止2021年12月31日，上市基礎設施公募REITs平均累計漲幅25.49%，同期滬深300累計漲幅-3.18%，基礎設施公募REITs相對滬深300超額收益為28.67%。從境外REITs市場實踐看，基礎設施類REITs收益率通常處於較高水平，美國基礎設施類REITs近5年年化回報率近20%，位於各類型REITs第一梯隊，遠高於平均水平。考慮到國內基礎設施項目較大的增長潛力和不可復刻的獨特優勢，預計未來可以給投資人帶來可觀的回報。

# CHAIRMAN'S STATEMENT

## 主席報告書

REITs	Asset Class	Cash Dividend Rate (2022.3.30)	Cash Dividend Rate (2022E)	Market Value by Dec, 31, 2021 (100 million RMB) 2021.12.31 市值 (億人民幣)	Accumulative Return Rate (2021.12.31) 累計 收益率 (2021.12.31)
REITs名稱	資產類型	現金 分派率 (2022.3.30)	現金 分派率 (2022E)		累計 收益率 (2021.12.31)
China Merchants Shekou Industrial Zone Holdings Co., Ltd. 蛇口產園	Property rights 產權	3.29%	4.46%	25	19.96%
Global Logistic Properties 普洛斯	Property rights 產權	3.46%	4.31%	73	25.06%
Yantian Port 鹽田港	Property rights 產權	3.08%	4.40%	24	33.04%
Zhongguancun Industrial Park 中關村	Property rights 產權	2.94%	4.78%	40	39.00%
Zhangjiang Everbright Park 張江光大	Property rights 產權	3.18%	4.04%	19	24.58%
Dongwu Suyuan 東吳蘇園	Property rights 產權	3.73%	4.36%	41	17.16%
Fullgoal Capital Water 首創水務	Franchise 特許經營權	5.67%	9.08%	27	46.30%
Shougang Green Energy 首鋼綠能	Franchise 特許經營權	5.75%	7.63%	17	30.43%
Yuexiu REIT 越秀高速	Franchise 特許經營權	5.87%	7.87%	27	28.08%
Zhejiang Hanghui Expressway Co 浙江杭徽	Franchise 特許經營權	8.75%	9.91%	51	16.01%
Ping An Guangzhou Comm Invest Guanghe Expressway 廣州廣河	Franchise 特許經營權	6.88%	6.87%	92	0.72%
Average 平均值					25.49%

We believe that REITs will bring profound changes to the investment and financing structure as well as operations of infrastructure assets. The Company has already laid out large-scale infrastructure assets in the fields of parking and industrial parks through the Pre-REITs model many years ago, and is committed to improving the efficiency of and returns on assets through lean operations. It is believed that under a good environment of a complete opening of China's REITs market, the better cycle of "asset value creation – capital return – expanded asset management scale" will gradually become a reality.

## 2. Efficient infrastructure asset operation centre: a large potential for parking industry

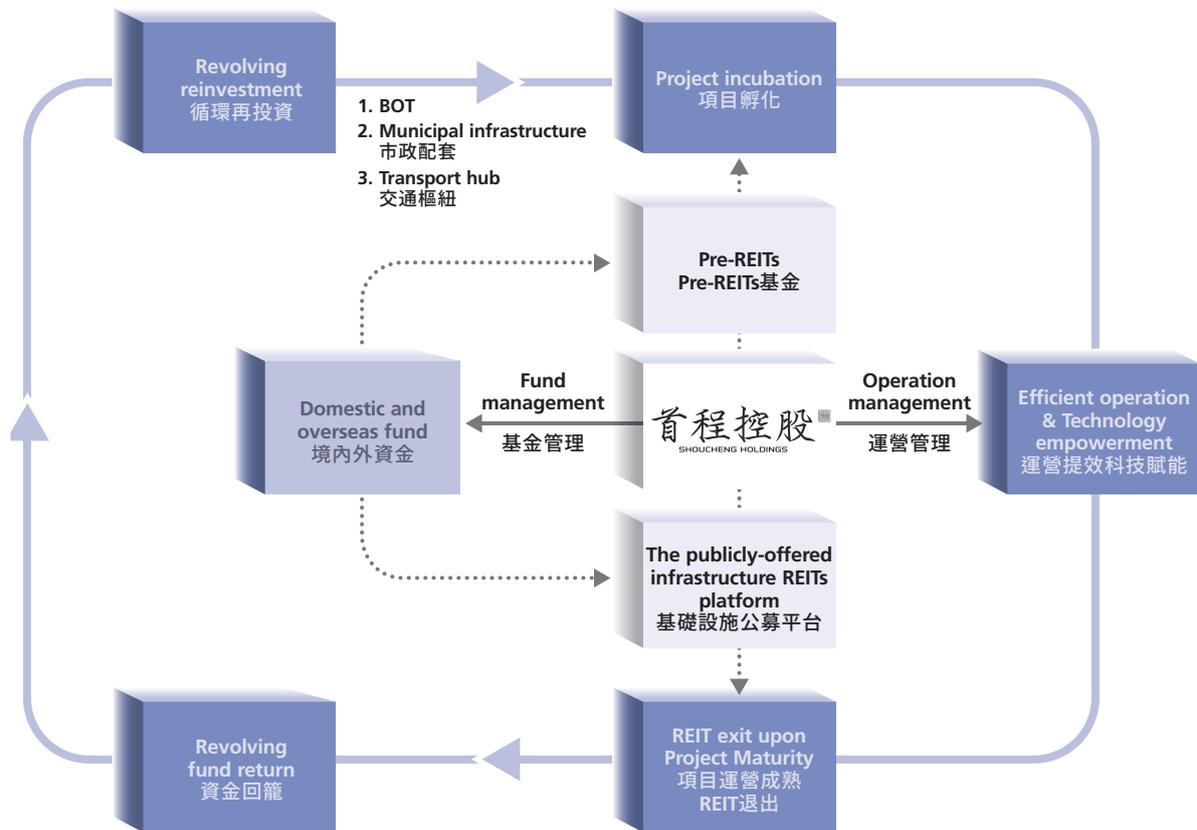
Along with the launch of China REITs, the closed-loop parking business model is about to be built. We kept increasing the supply of parking spaces through BOT and PPP models, devoting ourselves to reducing urban parking pain points. By optimizing the resource efficiency of the existing parking spaces through operational efficiency and technological empowerment, we are also converting the past inefficient assets into value-creating projects to better serve the society. When the project scales up, these long-term, high-quality and high-return parking assets will be issued through REITs to deliver capital recouping, and the funds will be reinvested in urban infrastructure fields such as parking in a circulating manner to further expand the network density and better sort out the network nodes for intelligent urban transportation.

我們相信，REITs將會為基礎設施資產的投融資結構以及資產運營帶來深層次改變。公司早在多年前，已通過Pre-REITs基金模式在出行停車、產業園等領域佈局了較大規模的基礎資產，並致力於通過精益運營，提升資產效率與收益水平，相信在中國REITs市場全面開放的良好環境下，將逐步實現「資產價值創造-資金收益回流-資產管理規模擴大」的良性循環。

## 二、基礎設施資產高效運營中心：停車產業潛力巨大

伴隨著中國REITs的推出，停車出行的商業模型閉環即將打通。我們通過BOT和PPP模式不斷增加停車位供給，致力於解決城市停車痛點問題，並通過運營提效和科技賦能優化存量停車位的資源效率，將過往低效的資產轉換為創造價值的項目，更好的為社會服務。當項目規模形成體量後，這些長週期、高品質和重權益的停車資產通過REITs發行，實現資金回籠，資金將在停車等城市基礎設施領域進行循環再投資，進一步擴大網絡密度，為城市智慧交通做好節點佈局。

# CHAIRMAN'S STATEMENT 主席報告書



Currently, our synergy and extension effect in asset management is beginning to bear fruit. Through the management and operation of the parkland assets, we have a deeper understanding of commercial real estate and stronger resource links. During the year, we helped a number of developers and state-owned platforms with abundant parking resources to have achieved substantial improvement in the operational efficiency of parking resources and to realize asset-backed securitization, effectively optimizing the liability structure and creating capital return. This is an important breakthrough in our transition from property management to asset management of parking assets.

當前，我們在資產管理的協同和延展效應已經初見成效。通過對園區資產的管理和運營，讓我們對商業不動產有著更加深刻的理解和更強的資源鏈接。年內，我們幫助多家手握豐富停車資源的開發企業和國資平台，將停車資源的運行效率實現大幅度提升，並實現了資產證券化，有效優化負債結構，形成資金回流。這是停車出行資產從物業管理走向資產管理的重要突破。

We are also helping the parking lots owned by the REITs' original owners to conduct space renewal and to improve the efficiency of the parking assets to provide better service to the car owners by adding more functions through operational technology system. For most of the REITs original equity holders, parking assets are like "ribs", but we have initially restored the proper value of parking assets through professional operation. In the future, we will also help the original equity holders to securitize the parking assets to create more asset value.

On top of the stable income generated from asset management, we also caught good strategic investment opportunities in familiar areas and provide integrated industrial services to the companies we invested in. During the year, the investment business contributed excess earnings of HK\$258 million to the Company. These excess earnings were achieved after HK\$2.49 billion was paid out in cash returns to the investors (or LPs) of the funds managed by the Company's strategic investment business.

What lies between the risk and the benefit is always the ability, the stronger the ability, the less risk and the greater the return. Ability to build requires a high rate of trial and error and much experience gained over the years. This is what we have been doing in parking asset management for many years, and perseverance will deliver more industrial expansion and possibilities.

我們也在幫助REITs原始權益人所擁有的停車場進行空間化改造，運營科技系統為停車資產提效，疊加更好的服務車主的功能。對於大部分REITs原始權益人，停車資產是「雞肋」，而通過專業化運營，我們初步還原了停車資產的應有價值。未來，我們也將幫助原始權益人實現停車資產的證券化，這將創造更大的資產價值。

在資產管理帶來穩定收益的基礎上，我們也在熟悉的領域捕捉好的戰略投資機會，為被投企業提供產業綜合服務。年內，投資業務貢獻給公司的超額收益達到2.58億港元，這些超額收益是建立在投資業務給公司所管理戰略投資基金的投資人（LPs）帶來24.9億港元現金回報收益的基礎上而形成的。

橫亙在風險和收益之間的永遠是能力，能力越強，風險越小，收益越大。能力的建設需要高頻率的試錯和長期的沉澱。這是我們多年來在停車資產管理中正在進行的工作，持之以恆堅持下去將具備更多產業的延伸性與可能性。

## CHAPTER THREE THE GUARANTEE FOR SUSTAINABLE GROWTH

## 第三章 可持續增長的保障

*The business model we are exploring in the parking sector systematically solve social problems and logically create business value. We have consolidated our leading position in the parking field through a wide range of new products, continuous service and technology innovations that creates value for our various customers.*

我們在停車出行領域探索的商業模式是一套系統解決社會問題，創造商業價值的邏輯。我們通過持續的產品、服務和科技創新，為不同的客戶創造價值，鞏固了在停車出行領域的領先地位。

### 1. Continuous improvement of asset management efficiency

As a leading company in China's parking asset management industry, the continued improvement of asset management effectiveness is central to whether our business model can succeed. The revenue from parking which was HK\$614 million in 2021, represented a year-on-year increase of 28%, and accounted for 51% of our corporate revenue. Through multi-dimensional mining and innovation of parking scenario, our non-parking fee revenue reached HK\$65 million. Through the upgrade of intelligent hardware equipment and the enhancement of digital intelligence system, we have reduced management costs and achieved unmanned or flexible manpower line management in some car parks, with the number of parking spaces managed per capita growing from 50 to 72. Our management effectiveness is at an industry-leading level and headed in every dimension to being the best in the industry.

### 一、持續提升資產管理效能

我們作為中國停車資產管理行業的龍頭企業，持續提升資產管理效能是商業模式成立與否的核心所在。2021年，我們停車出行業務實現收入6.14億港元，同比提升28%，佔公司收入比重的51%。通過對停車場景多維度的挖掘與創新，其中非停車費收入達到0.65億港元。通過智能硬件設備升級與數智化系統提升，降低管理成本，實現部分車場無人化、少人化管理，人均管理車位數從過去的50個增長到72個。我們的管理效能已經達到行業領先水平，並正在從各個維度向行業最佳前進。

## 2. Continuous innovative asset value model

Parking assets are wide spread in taking part in many scenarios of people's daily mobility. In the past five years, we continue to have the users needs at the core of what we do, working around different parking assets, addressing the needs of differing demands to differentiate ourselves, participating with humility, continually innovating and building our value-creation model.

### (1) *Transportation hub projects oriented towards SOE assets holders.*

The transportation hub category is characterized by large scale, huge traffic flow, wide space for innovation, and scarce resources, making it an unparalleled quality asset. As asset owners, large state-owned enterprises such as Capital Airports Holdings Ltd and China Railway, are our important partners. As a leader in the operation of parking assets in domestic transportation hubs, we always focus on how to continually improve service quality, how to recreate high capacity traffic flow commercial space, and how to explore the long-term value of assets. We broke the cost-oriented entrusted management model with our partners and transformed the traditional client relationship into a long-term strategic partnership, creating comprehensive and customized parking solutions for them.

## 二、 持續創新資產價值模式

停車出行資產廣泛分佈在人們日常出行的諸多場景，在過去五年中，我們始終以用戶需求為核心，圍繞著不同的停車出行資產和差異化的利益訴求，躬身入局，不斷創新我們的價值模式。

### 1、 面向國企資產方的交通樞紐類項目。

交通樞紐類項目具有規模大、強流量、創新空間廣闊等特點，資源稀缺，是不可多得的優質資產。機場集團、國家鐵路集團等大型國企作為資產方，是我們重要的合作夥伴。作為國內交通樞紐停車資產經營的引領者，我們始終聚焦如何持續提升服務品質，如何再造高流量的商業空間，以及如何挖掘資產的長期價值。我們與夥伴打破成本導向的委託管理模式，將傳統的「甲乙方」關係轉變為長期共建的戰略合作夥伴，為其打造全方位、定制化的停車出行解決方案。



## CHAIRMAN'S STATEMENT 主席報告書

In the past five years, through precision investment, the number of operating projects at airports and high-speed railway station parking lots has reached 23. It is believed that this number will expand rapidly in the near future, and it is foreseeable that the potential point-to-point business will be enormous after the joint connection and linkage of aviation and land resources in the future; in the past five years, through in-depth and thorough detailed efforts, we have revived the traditional resource of transportation hubs, allowing the single parking space to be superimposed with diversified commercial functions and service functions.

During this year, new agreements were signed on 14 transportation hub projects including Ningbo Lishe International Airport, Zhengzhou Xinzheng International Airport, Zhangjiakou Ningyuan Airport, Zhaotong Airport in Yunnan, as well as parking lot projects at 10 high-speed railroad stations along the Beijing-Harbin Railway, Beijing-Zhangjiakou Railway and Beijing-Xiong'an Intercity Railway. At the same time, Beijing Daxing International Airport, Beijing Capital International Airport and Shanghai Hongqiao International Airport agreed to extend the terms of cooperation with the Company. Our continuous efforts and effective input in such assets and projects have yielded multi-win results for both the asset owners and the car owners, and won a high level of trust and the full support of our strategic partners. We have become the industry leader in the transportation hub category by acquiring the largest number of airport projects.

過去五年，我們通過精準投入，機場和高鐵站停車場的運營項目數量已達到23個。相信不久的將來，這個數字還將快速擴張，可以預見未來航陸協同與資源串聯後，「端到端」業務的想像空間巨大；過去五年，我們通過深耕細作，讓交通樞紐這一傳統資源重新煥發了新的活力，讓單一的停車空間疊加了多元化的商業功能和服務功能。

年內，交通樞紐類項目陸續新增簽約項目達14個，分別是浙江寧波機場、河南鄭州機場、河北張家口機場、雲南昭通機場，以及京哈鐵路、京張鐵路、京雄鐵路沿線10個高鐵站的停車場項目。與此同時，北京大興機場、北京首都機場和上海虹橋機場同意將與公司的合作經營期限延長。公司在這類資產和項目上的持續深耕與有效投入，實現了資產方和車主的多方多贏，贏得了戰略合作夥伴公司高度信任和全力支持。我們已經成為獲取機場項目最多的行業公司，是交通樞紐類的引領者。

**(2) *Projects of municipal infrastructure with governments as asset holders***

In municipal infrastructure projects, we mainly provide service for governments at all levels, as well as the city administration and traffic management departments associated with them. The value of this type of projects is to add more urban parking spaces, alleviating the imbalance between supply and demand, integrating fragmented municipal assets for our partners in government departments, enhancing the efficiency of resource use and achieving the effects of urban governance. Our parking industry fund has established a mutually beneficial cooperation framework with local governments and platform companies, and these high-quality parking assets have provided a solid foundation for subsequent asset-backed securitization.

In the past five years, we have partnered with regional governments to build high-density “parking stations” through the use of underused land and marginal land in the city, and supplied incremental parking spaces to core areas, old neighborhoods, central hospitals and other areas in a BOT model. Such cooperation mode reduced the financial pressure of the government, lowered the risk of project investment, addressed the shortage of parking spaces, and made efficient and intensive use of the city resources. We are willing to, starting from the whole-factor scenarios of urban parking, work with the host government of the project to promote the development of regional smart parking industry and the improvement of digital urban governance capacity, and build a new sustainable development model of “parking assets-backed securitization + urban reinvestment with recouped funds” for the city.

**2、*面向政府資產方的市政配套類項目。***

市政配套類項目我們主要服務的對象是地方各級政府，以及與之有關的城市管理部門和交通管理部門。這類項目的價值在於為城市增加了車位，緩解了供需矛盾；為政府部門的夥伴整合了零散的市政資產，提升了資源使用效率，實現城市治理的效果。我們還通過停車產業基金與地方政府、平台公司建立了互利共贏的合作架構，這些優質的停車資產為後續資產證券化奠定了堅實的基礎。

過去五年，我們與區域政府深度合作，通過對城市低效用地和邊角用地的利用，建設高密度「停車驛站」，以BOT模式向城市核心區域、老舊小區、中心醫院等區域供應了增量車位。這樣的合作模式，減輕了政府的財政壓力，降低項目投資的風險，解決了停車位短缺的難題，讓城市有效的資源得到了高效集約的利用。我們願意以城市停車全要素場景出發，陪伴項目屬地政府一同推進區域智慧停車產業的發展和數字化城市治理能力的提升，為城市構建「停車資產證券化+城市循環再投資」的可持續發展新模式。



## CHAIRMAN'S STATEMENT 主席報告書

During the year 2021, we have formed preliminary regional grid-based parking stations in Qinhuai District of Nanjing, Jianye District of Nanjing and Dadukou District of Chongqing respectively, which have largely addressed huge unmet needs for parking space for the above-mentioned areas and provided a regional static traffic solution paradigm. In the next 2 years, BOT parking complex projects will see nodes connected to form a continuous whole in the above-mentioned regions.

The city-level roadside projects we operate in Baoding City, through the use of artificial intelligence, big data, Internet of Things and other technologies, made possible the city's unified parking information collection, provided data sharing and decision support services to the government, and provided parking information services to the public. This created a new paradigm of intelligent static traffic in Baoding City, securing a leading position for us among urban roadside operating companies.

According to the Company's existing regional development plan, in cities such as Beijing, Tianjin, Nanjing, Chengdu, Chongqing, Guangzhou and Shenzhen, we will make full efforts to work deeply with local governments, input quality resources, tap the space potential and provide effective supply. We believe that the more social contributions we make, the greater the long-term profits. We will also fully open up and refine the cooperation mechanism for common business development with more strategic partners.

年內，我們已分別在南京秦淮區、南京建鄴區、重慶大渡口區初步形成了區域級的網格化停車驛站，為上述區域集中解決了一批車位供給的難題，提供了區域靜態交通解決範式，未來2年內，以上區域建設BOT停車綜合體項目將在區域內實現節點連片。

我們在保定市運營的城市級路側項目，通過運用人工智能、大數據、物聯網等技術，實現了城市統一的停車信息採集，向政府提供數據共享與決策支持服務，向公眾提供停車信息服務，打造了保定市智慧靜態交通的新典範，確定城市路側運營企業中的領先地位。

根據公司已有的區域發展計劃，在北京、天津、南京、成都、重慶、廣州和深圳等城市，我們將全面發力，與區域政府深度合作，導入優質資源、挖掘空間潛力，提供有效供給。我們堅信為社會貢獻的越多，長期的收益也將越大。我們也將全面開放和細化合作機制，與更多戰略夥伴，共同發展業務。

The key focus of municipal infrastructure projects is project planning and design, and the configuration of comprehensive service functions, testing our technological management and fine operation abilities. Through continuous efforts, the cost of a newly-built parking space has decreased by 15% compared with the past, and we have introduced integrated service modes such as electric vehicle charging service, end logistics and autonomous retail services. While reducing the number of standardized parking space operation roles, we have added several innovative roles for publicity and guidance, to develop diversified payment products and to increase payment channels. We have gradually developed the habit of autonomous payment by vehicle owners, and the project's payment rate has raised from less than 80% to over 90%.

**(3) Commercial real estate and industrial park projects**

For commercial projects, we target to mainly service various real estate developers, park owners and urban investment and financing platform companies and other partners. Since the commercial parking lots are in well-established areas, we have focused on changing the traditional entrusted management model to improve the quality and efficiency of assets in the past few years. This was done by introducing smart parking system and lean operation management to meet the urgent needs of property owners for property value improvement.

市政配套類項目重在項目規劃設計和綜合服務功能的配置，考驗我們的科技管理能力和精細運營能力。通過不斷的努力，我們新建單停車位的造價比前期下降15%，並已實現電動車充電服務、末端物流、自主零售等綜合服務業態的導入。在減少標準化車位運營崗位的同時，我們增加了多個創新崗位進行宣傳貫導、開發多元化可選付費產品、增加付費渠道，逐步養成車主自主繳費習慣，項目從過去繳費率不足80%提升至超過90%。

**3、面向地產、園區等資產方的商業類項目。**

商業類項目我們主要服務的對象是各類地產開發商、園區業主和城市投融資平台公司等合作夥伴。商業類停車是相對成熟的業態領域，我們過去幾年改變傳統的委託管理模式，通過智慧停車系統的導入和精益化的運營管理實現資產的提質增效，滿足業主對物業價值提升的迫切需求。



## CHAIRMAN'S STATEMENT 主席報告書

As the property development industry continues to be further regulated, new and important opportunities for the Company's development have emerged. A considerable number of developer-owned parking spaces will flood the market, some of which overlap with the Company's regional high-density parking lots and become investable assets. Through our own capital plus external financial leverage, we revived high-quality underlying assets in the form of funds, REITs and REIT-like assets, which solved the actual needs of real estate development enterprises and urban investment and financial platforms. This practice also enabled our Company acting as an asset manager, to bring in our lean operation that was accumulatively formed in the past years into the assets, improving the quality and efficiency and generating greater benefits for investors. The Company has now established a number of parking equity funds, furthermore parking ABS and REITs are expected to be issued in the market as soon as possible.

The past years of strategic planning, accumulative building and waiting have been rewarded today with the opportunity to become the best parking asset manager in China through precision investment and lean operations, as well as the company's credit and reputation earned over the many years.

隨著地產開發行業的持續深度調控，為公司發展帶來了新的重大機遇，相當數量的開發商自有產權車位將湧向市場，其中部分與公司區域高密度停車網點重合，成為可佈局的資產。我們通過自有資金加外部金融槓桿，用基金、REITs、類REITs的形式盤活優質底層資產，既解決地產開發企業和城市投融資平台實際需求，同時作為資產管理人，將我們過去幾年積累形成的精益經營能力注入到資產中，提質增效，讓投資人有較好的獲益。公司現已成立多只停車產權基金，停車ABS、REITs也有望盡快向市場發行。

過去多年的佈局、積累和等待，在今日獲得了獎賞，通過精準投資和精益運營，以及公司多年來的信用和美譽，我們有機會成為中國最好的停車出行資產管理人。

### 3. Continuous enhancement of technological empowerment

We have continually placed a high level of importance to bringing technology into the operational efficiency and management model to make a difference, to allow technology to be used to empower and service parking assets. Leading technology systems effectively improve our internal management efficiency and reduce operational costs. Externally, it has helped our partners build city-level static traffic intelligence platforms to improve urban governance. During this year, we continued to increase our investment in the research and development of technology, and completed the iterative upgrade of our SaaS architecture-based digital intelligent asset management platform V3.0, subsequently took the lead in the full application use in the parking segment.

In terms of service system, we adopted the intelligent charging management system, which not only realizes the unmanned management of parking lot entrances and exits, but also ensures unhindered passage of car owners; at the same time, the digital space management module applying AI visual recognition, VR video integration, big data, cloud computing, IOT and other technologies implementing active early warnings, and intelligent management mode of accurate scheduling, extending the radius of intelligent management to the whole car park, and further improving the management efficiency and reducing the manpower dependence of the car park.

In terms of asset management, we combined big data analysis and AI learning system to form an information-based investment and operation index system consisting of more than 900 analysis parameters, and built a data analysis platform for asset investment and operation management. This platform can quickly generate asset investment return models and provide digital analysis to assist decision-making on investment and expansion. During the asset operation cycle, we built a project operation "health shield" with the operation index system, monitoring the status of project operation in real time, and generating timely warnings and improvement proposals for deviations from expectations, using information technology to delivering dynamic management of the full life cycle of the project.

### 三、 持續強化科技賦能力度

我們一直高度重視科技投入帶來的運營效率和管理模式的變革，讓科技為停車資產服務和賦能。領先的科技系統對內有效提升了我們的管理效率、降低了運營成本。對外，幫助合作夥伴搭建城市級靜態智慧平台，提升了城市管理能力。年內，我們持續加大科技研發投入，完成了基於SaaS架構的數字智能化資產管理平台V3.0的迭代升級，並率先在停車出行板塊全面應用。

**在服務端**，採用智慧收費管理系統，既實現了停車場出入口無人化管理，又提升了車主的通行效率；同時，應用AI視覺識別、VR視頻融合、大數據、雲計算、IOT物聯網等技術的數字化空間管理模塊，實現主動預警，精準調度智能管理模式，將智慧管理的半徑擴展至車場全域，並進一步提升管理效能，降低車場的人力依賴。

**在資產管理端**，我們結合大數據分析及AI智能學習系統，形成了包含900餘項分析參數構成的信息化投資運營指標體系，構建出資產投拓及運營管理的數據分析平台。快速生成資產投資收益模型，對投拓行為提供數字化分析輔助決策。在資產運營週期內，以運營指標體系構建項目運營健康圍欄，實時監控項目運營的狀態，偏離預期及時預警並生成改善方案建議，通過信息化手段對項目實現全生命週期動態管理。



## CHAIRMAN'S STATEMENT 主席報告書

During this year, we launched our city-level smart parking management platform with independent IPR through building a multi-channel payment model, iterating intelligent sensing devices, designing diversified products with rights to vehicle owners, using technological applications with operational strategies together in a combined way to deliver the project having increased parking spaces managed per capita.

Through the above technology-enabled initiatives, we achieved a 41% year-over-year increase in parking management efficiency for the whole year full-scale operational projects. We delivered digital intelligent parking management products to the market, empowering the industry and servicing the society. We have helped hundreds of parking lots (parking garages) across the country to have completed digital intelligent parking management upgrades; we have also closely participated in the construction of smart cities, winning the bid for the construction project of municipal intelligent static traffic in Baiyin city, Gansu province. We have expanded business from parking digital intelligent management to digital governance of urban static traffic, from the establishment of a basic parking database to the formation of a city static traffic management platform, thereby building a comprehensive digital governance model of urban static traffic. We will also find digital governance solutions based on static traffic digital governance, and then explore more technology applications in urban intelligent development and digital governance.

年內，我們上線了自主知識產權的城市級智慧停車管理平台，通過構建多渠道支付模式，迭代智能感知設備，設計多元化的車主權益產品，以科技應用與運營策略相結合的方式，實現項目人均管理車位數的提升。

通過以上科技賦能舉措，全年實現全量運營項目車位管理效率同比提升41%。我們將數智化停車管理產品推向市場，賦能行業，服務社會。我們在全國幫助數百個停車場(庫)完成數字化智能停車管理升級；我們也深度參與智慧城市的建設，中標甘肅白銀城市級智慧靜態交通建設項目，從停車數智化管理擴展到城市靜態交通數字化治理，從建立停車基礎數據庫到形成城市一個靜態交通管理平台，從而構建城市靜態交通數字化綜合治理模式。我們還將以靜態交通數字治理為基礎，尋求城市動靜一體化的出行數字治理解決方案，進而探索科技服務在城市智慧發展及數字治理領域的更多應用。

## CHAPTER FOUR OUTLOOK

Looking back on the past entrepreneurial path, it was an arduous journey, we began from a small company, and after five years of hard work, we have almost recreated a company, gaining success on the journey of transformation.

In the pursuit of farther ambitious goals, it is inevitable for us to take detours in the process and encounter many difficulties beyond our ability. Even the longest journey can be finished by taking steady steps, and even the most difficult tasks can be done by taking firm actions. The core team and I will continue to work hard to build an outstanding company, to make the Company a leader in “the centre for efficient infrastructure asset operation + infrastructure real estate fund management”, and create the Chinese model of parking business and REITs.

“Great accomplishments require ambitious courage and persistent efforts.” We believe that as China’s economy is entering a stage of high quality growth, a historic opportunity arises to China’s infrastructure assets for asset revaluation. Looking ahead, we will continue to create for the society greater values through our products, services and technological innovations.

In the new business year, we will make more efforts to build effective collaborative channels and a better future together with various strategic partners, making more efficient business developments. In the new business year, we will place more importance on the infrastructure building construction of regional companies, make up for shortcomings, fully delegate authority, and build up four main regions into the Company’s growth pole. We believe that through continuous efforts of our team and the expansion of our friendship circle, we will continue to expand with success. We will strive to grow the scale of managed assets by more than RMB15 billion, to achieve double parking revenue and profit throughout the Company. On this foundation, the fruitful results of the health and growth of the Company is shared with our investors and employees.

## 第四章 展望

回首過去的創業之路是艱辛的，我們從很小的公司做起，經過五年的努力，幾乎是再造了公司，轉型之路取得了成功。

由於所去之目標遠大，過程中難免走彎路，遇到很多超越能力的困難。路雖遠行則將至，事雖難做則必成。我與核心團隊堅持打造卓越企業的初心不變，必將致力於將公司打造成「基礎設施資產高效運營中心+基礎設施不動產基金管理」的領先者，在停車業務及REITs道路上走出中國模式。

「功崇惟志，業廣惟勤」。我們相信，隨著中國經濟增長邁入高質量增長階段，中國基礎設施資產迎來資產價值重估的歷史性機遇。展望未來，我們將繼續通過產品、服務及科技創新，為社會創造更大的價值。

新的業務年度，我們將加大力度建設有效的合作渠道，與各類戰略夥伴共赴未來，使業務發展的效率進一步提高。新的業務年度，我們將更加注重區域公司的實體化建設，補足短板、充分授權，將四個大區打造成為公司發展的增長極。相信通過團隊的不斷努力和朋友圈的不斷擴大，我們將不斷擴大戰果，力爭資產管理規模增長150億以上，停車收入實現倍增，公司將全面實現盈利。在此基礎之上，使投資人和員工能夠分享企業健康成長之果實。