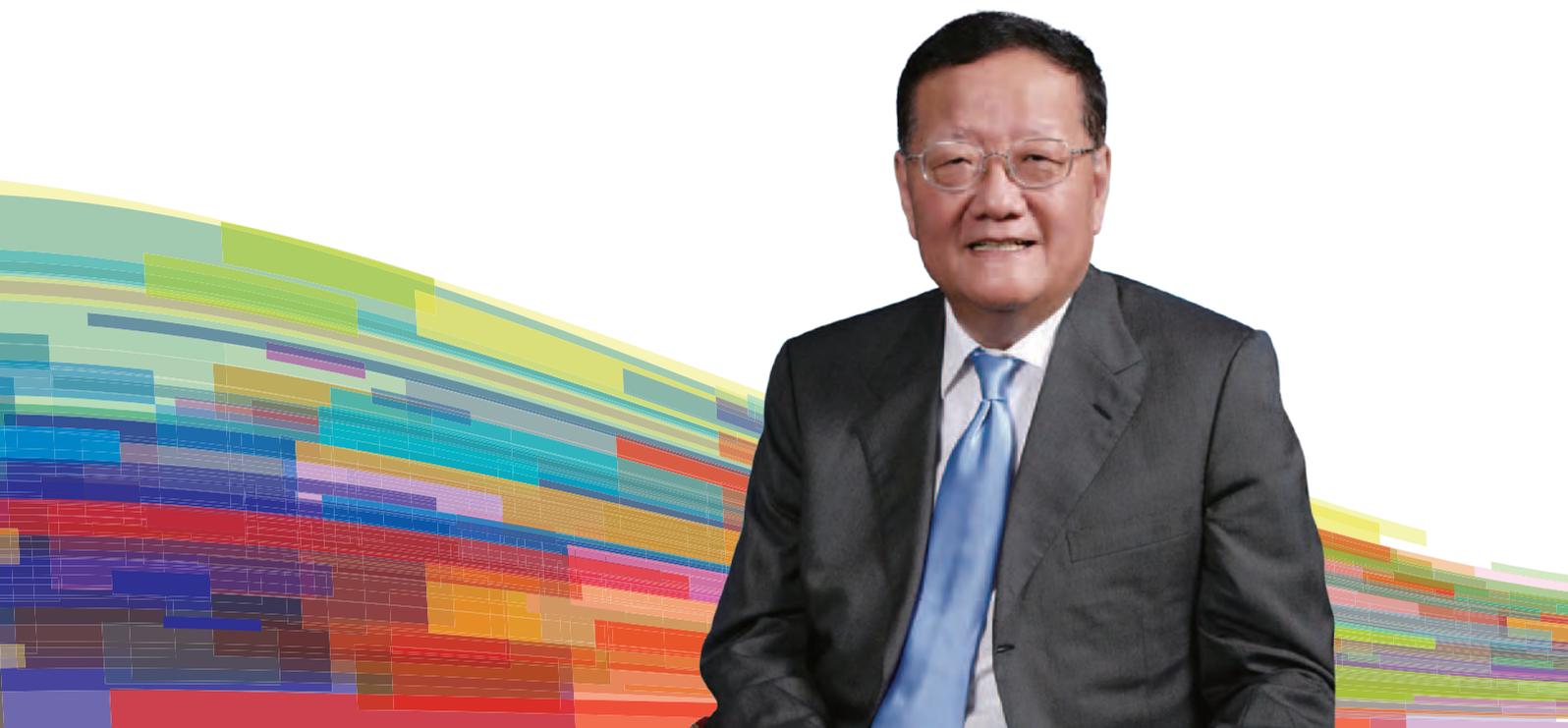


# CHAIRMAN'S STATEMENT

## 主席報告書



**The Group's revenue for the year ended 31 December 2019 was approximately HK\$3,688,231,000, which represented a decrease of 9.2 % over the previous year as a result of severe deterioration in the traditional media business environment.**

截至2019年12月31日止年度，本集團的收入約為3,688,231,000港元，較去年減少9.2%，乃由於傳統媒體經營環境嚴峻。

## Financial Summary

- Revenue for the year ended 31 December 2019 was approximately HK\$3,688,231,000, which represented a decrease of 9.2% over the previous year.
- Operating loss of Phoenix Media Investment (Holdings) Limited (the “**Company**”) and its subsidiaries (the “**Group**”) for the year increased to approximately HK\$727,912,000, in comparison with HK\$66,698,000 for the previous year as a result of severe deterioration in the traditional media business environment and an increase in the contribution to the strategic upgrade of the Group.
- Fair value gain on internet media investment for the year was approximately HK\$1,567,715,000, in comparison with HK\$802,877,000 for the previous year.
- The profit attributable to owners of the Company was approximately HK\$122,665,000, in comparison with HK\$243,790,000 for the previous year.

## 財務概要

- 截至2019年12月31日止年度的收入約為3,688,231,000港元，較去年減少9.2%。
- 本年度鳳凰衛視投資（控股）有限公司（「**本公司**」）及其附屬公司（「**本集團**」）的經營虧損增加至約727,912,000港元，而去年為66,698,000港元，主要由於傳統媒體經營環境嚴峻及本集團戰略升級投入增加所致。
- 本年度互聯網媒體投資公平值收益約為1,567,715,000港元，而去年為802,877,000港元。
- 本公司擁有人應佔溢利約為122,665,000港元，而去年為243,790,000港元。

## Results

The revenue of the Group for the year ended 31 December 2019 was approximately HK\$3,688,231,000 (year ended 31 December 2018: HK\$4,062,816,000), which represented a decrease of 9.2% over the previous year as a result of severe deterioration in the traditional media business environment. Due to an increase in the contribution to strategic upgrade, the operating costs for the year ended 31 December 2019 increased 6.9% to approximately HK\$4,416,143,000 (year ended 31 December 2018: HK\$4,129,514,000).

The operating loss of the Group for the year ended 31 December 2019 was approximately HK\$727,912,000 (year ended 31 December 2018: HK\$66,698,000).

## 業績

本集團截至2019年12月31日止年度的收入約為3,688,231,000港元（截至2018年12月31日止年度：4,062,816,000港元），由於傳統媒體經營環境嚴峻較去年下降9.2%。截至2019年12月31日止年度的經營成本因戰略升級投入增加6.9%至約4,416,143,000港元（截至2018年12月31日止年度：4,129,514,000港元）。

截至2019年12月31日止年度，本集團經營虧損約為727,912,000港元（截至2018年12月31日止年度：66,698,000港元）。

## CHAIRMAN'S STATEMENT

### 主席報告書

Fair value gain on financial assets related to subsequent measurement of internet media's investment in Particle Inc. for the year ended 31 December 2019 was approximately HK\$1,567,715,000 (year ended 31 December 2018: HK\$802,877,000). Particle Inc. is a strategic investment of Phoenix New Media Limited ("PNM"), a subsidiary of the Company, and it mainly operates the Yidian Zixun mobile App featuring personalised interest-based information and news feed functions targeting the mass market.

Fair value loss of approximately HK\$6,847,000 (year ended 31 December 2018: gain of HK\$7,533,000) was recognised for the investment properties in Beijing and London.

The net exchange gain of the Group for the year ended 31 December 2019 was approximately HK\$1,159,000 (year ended 31 December 2018: loss of HK\$17,906,000).

The profit attributable to owners of the Company was approximately HK\$122,665,000 (year ended 31 December 2018: HK\$243,790,000).

截至2019年12月31日止年度，與其後計量的互聯網媒體於Particle Inc. 投資有關的財務資產公平值收益約為1,567,715,000港元（截至2018年12月31日止年度：802,877,000港元）。Particle Inc. 為本公司的一間附屬公司鳳凰新媒體有限公司（「鳳凰新媒體」）的戰略性投資，並主要運營《一點資訊》手機應用程式，以大眾市場為目標，並以個人化興趣資訊及新聞推送的功能為亮點。

位於北京及倫敦的投資物業確認公平值虧損約為6,847,000港元（截至2018年12月31日止年度：收益7,533,000港元）。

本集團截至2019年12月31日止年度錄得匯兌收益淨額約1,159,000港元（截至2018年12月31日止年度：虧損17,906,000港元）。

本公司擁有人應佔溢利約為122,665,000港元（截至2018年12月31日止年度：243,790,000港元）。

## CHAIRMAN'S STATEMENT

### 主席報告書

The chart below summarises the performance of the Group for the year ended 31 December 2019 and the year ended 31 December 2018 respectively.

下表分別概述本集團截至2019年12月31日止年度及截至2018年12月31日止年度的表現。

		<b>Year ended 31 December</b>	
		<b>截至12月31日止年度</b>	
		<b>2019</b>	<b>2018</b>
		<b>2019年</b>	<b>2018年</b>
		<b>HK\$'000</b>	<b>HK\$'000</b>
		<b>千港元</b>	<b>千港元</b>
Television broadcasting	電視廣播	<b>921,541</b>	1,284,068
Internet media	互聯網媒體	<b>1,777,598</b>	1,690,804
Outdoor media	戶外媒體	<b>691,336</b>	823,084
Real estate	房地產	<b>49,048</b>	68,404
Other businesses	其他業務	<b>248,708</b>	196,456
Group's total revenue	本集團總收入	<b>3,688,231</b>	4,062,816
Operating costs	經營成本	<b>(4,416,143)</b>	(4,129,514)
Operating loss	經營虧損	<b>(727,912)</b>	(66,698)
Fair value (loss)/gain on investment properties	投資物業公平值(虧損)/收益	<b>(6,847)</b>	7,533
Net gain on internet media investment	互聯網媒體投資的收益淨額		
Fair value gain	公平值收益	<b>1,567,715</b>	802,877
Interest income	利息收入	-	4,389
Exchange gain/(loss), net	匯兌收益/(虧損)淨額	<b>1,159</b>	(17,906)
Other income, net	其他收入淨額	<b>9,367</b>	33,857
Profit before share of results of joint ventures and associates, income tax and non-controlling interests	攤佔合營企業及聯營公司業績、 所得稅及非控股權益前溢利	<b>843,482</b>	764,052
Share of results of joint ventures and associates	攤佔合營企業及聯營公司業績	<b>(6,786)</b>	14,059
Income tax expense	所得稅費用	<b>(252,468)</b>	(216,768)
Profit for the year	年度溢利	<b>584,228</b>	561,343
Non-controlling interests	非控股權益	<b>(461,563)</b>	(317,553)
Profit attributable to owners of the Company	本公司擁有人應佔溢利	<b>122,665</b>	243,790
Basic earnings per share, Hong Kong cents	每股基本盈利，港仙	<b>2.46</b>	4.88

## CHAIRMAN'S STATEMENT

### 主席報告書

## BUSINESS OVERVIEW AND PROSPECTS

Despite the disturbances in global political and economic environment and the drastic changes in the media market, in 2019, Phoenix TV continued to leverage its brand influence and professionalism to actively build an internationally leading high-tech omni-media group focused on content production and driven by cross-sector integration. During this second year of strategic transformation, the Group consistently promoted the integration of innovative developments in its omni-media structure and diversified business system, incubating a number of new synergetic business projects. During the year, the financial performance of the Group was in line with its transformation and upgrade. Mr. Liu Changle, the Chairman of the Board and Chief Executive Officer, emphasises that the international influence and credibility of Phoenix TV must be maintained and strategic innovations should be continuously pushed forward.

Phoenix TV continues to uphold its international characteristics and global influence on media. Based in Hong Kong and serving Chinese all over the world with nearly 60 correspondent stations worldwide, Phoenix TV delivers first-hand news to the Chinese audience globally with professionalism and passion, adhering to the reporting philosophy of "Chinese perspective", "live-broadcasting as a priority" and "exclusivity and uniqueness". In 2019, our global Phoenix TV team witnessed and reported global events such as the China-U.S. trade war and the related negotiation process, the Russia-North Korea summit, the G20 Summit in Osaka, the progress of Brexit, the U.S.-Iran Persian Gulf standoff; as well as major events in China including China's 70th anniversary celebrations, the 20th anniversary celebrations of Macau's return to China, the Second Belt and Road Forum for International Cooperation and the China International Import Expo in Shanghai. Phoenix TV's reporters were also able to conduct interviews with international dignitaries such as U.S. President Donald Trump, UK Prime Minister Boris Johnson and Syrian President Bashar al-Assad, which won praises and acclaims from Chinese audiences all over the world.

Phoenix TV's brand value and leading position in the industry continued to grow. Phoenix TV's programmes and promotional trailers have always been enjoying good reputations among Chinese media. With high quality and excellent programme production standard, Phoenix TV was crowned with four awards at the New York Festivals TV & Films Awards 2019, including Gold World Medal in the "Documentary: Human Concerns" category for *C'est La Vie: Ten Days*, demonstrating the outstanding capability and professionalism of Phoenix TV. Moreover, Phoenix TV was once again rated as one of

## 業務概覽及前景

儘管全球政經環境的震盪與媒體市場的劇變，2019年，鳳凰衛視繼續依託品牌力與專業精神，積極打造以內容運營為核心，跨界融合發展、國際領先的高科技全媒體集團。作為戰略轉型的第二年，本集團持續推動公司全媒體架構與多元化業務體系融合創新發展，對具協同效應之新興產業項目有所孵化。年內，集團的財務表現與戰略轉型升級過程相協調。董事局主席兼行政總裁劉長樂先生強調必須保持「鳳凰衛視」品牌國際化的影響力和公信力，持續推動策略性創新。

鳳凰衛視繼續保持國際化特色及傳媒之全球影響力。鳳凰衛視立足香港，服務全球華人，秉持「華人視角、家國情懷、直播為先、獨家獨特」的報導理念，於全球佈設近60個記者站，以專業激情的態度，為全球華人帶來第一手鮮活資訊。於2019年，鳳凰全球團隊見證並報導了中美貿易戰及談判進程、俄朝峰會、大阪G20峰會、英國脫歐進程、美伊波斯灣局勢等世界大事，還有中國建國70周年慶典、澳門回歸20周年、第二屆「一帶一路」國際合作高峰論壇、上海進博會等中國大事。鳳凰記者亦成功採訪了美國總統特朗普、英國首相詹森、敘利亞總統巴沙爾·阿薩德等國際政要，贏得了全球華語受眾的口碑和好評。

鳳凰衛視的品牌價值及行業領導地位持續提升。鳳凰衛視節目及宣傳片在華語媒體中素有口碑，憑藉高質量的優秀節目製作水準，鳳凰衛視在「2019紐約國際電視電影節」上取得四個獎項，其中《冷暖人生：十日告別》節目榮獲「人文關懷紀錄片金獎」，彰顯出鳳凰衛視卓越的實力與專業精神。此外，2019年鳳凰衛視再次連續當選「世界媒體500強」以及「亞洲品牌500強」。鳳凰衛視

The World's Top 500 Largest Media Companies and Asia's 500 Most Influential Brands in 2019. Phoenix TV also received The Best Brand Value of Hong Kong Listed Companies award in The Best Listed Companies in Greater China event, demonstrating Phoenix TV's brand influence and its status and reputation in the media and cultural areas.

In terms of strategic transmission medium expansion, our global transmission capability is continuously growing. Corresponding to the development trend of media carriers, Phoenix TV has expanded its global distribution channels to reach audiences worldwide through satellite, cable networks, mobile internet, over-the-top (OTT) platforms, IPTV and social media, satisfying the demands of different devices as well as different user groups. Phoenix TV has been expanding the product configurations of its programme contents. With *Phoenix Zone*, a video on-demand product, Phoenix TV works with a number of transmission medium and platforms to increase its area of coverage. Phoenix TV will continue to provide precise, customised content products and fully enhance its capability in content transmission and monetisation by making use of the extension of social media network and intelligent distribution algorithm technology.

Phoenix TV has been proactively promoting various initiatives in business operations and innovations, integrating advantages and resources of the Group, incessantly exploring different forms of innovative content products and enhancing the ability in content operations and monetisation. With the launch of Fengshows, an integrated media operating platform, Phoenix TV aims to bring new sources of profit from media services, pay-for-knowledge and fan economy. The platform operation of *Road to Peak* has expedited the integrated development of media and vertical industries and promoted the capitalisation of core media resources through the dual-pronged strategy of investment and media services, while the commercialised operation of *Phoenix Health* has enhanced Phoenix TV's capabilities in cross-sector resources integration as well as brand and content monetisation. Looking ahead, Phoenix TV will also actively promote the synergistic operation of multiple media platforms including television broadcasting, internet, large outdoor LED screens and weekly magazines. Through the provision of integrated media services to the end customers, Phoenix TV aims at reconstructing the value chain of the media industry.

亦在大中華區最佳上市公司評選中榮獲「港股上市公司最具品牌價值獎」，這也體現鳳凰衛視之品牌力，以及在傳媒、文化等領域形成的知名度和美譽度。

渠道策略拓展方面，全球化傳播能力不斷增強。為順應媒介載體的發展趨勢，鳳凰衛視廣拓全球發行渠道，通過衛星、有線電視網、移動互聯網、OTT平台、IPTV以及社交媒體送達全球觀眾，滿足了不同終端、不同群體需求。鳳凰電視節目內容不斷豐富產品的形態，其衍生文化視頻點播產品「鳳凰專區」，與海內外多種傳播渠道和平台達成合作，以覆蓋更加廣闊的空間。未來，鳳凰衛視還將持續輸出精準、定制化的內容產品，並以社交圈層的擴展與智能分發的技術，全面提升內容傳播與變現的能力。

鳳凰衛視積極推動經營與創新的各項舉措，不斷整合集團的優勢資源，創新內容產品的形態，提升內容運營與變現的能力。從打造融媒體運營平台「鳳凰秀」，以期在媒體服務、知識付費、粉絲經濟等方面開闢新的盈利點；到節目平台化運營的《巔峰之路》，加速了媒體與垂直產業的融合發展，以投資和媒體服務雙輪驅動的方式，推動媒體核心資源的資本化；再到產業化運營的《鳳凰大健康》，拓展了跨界資源整合、以及品牌和內容變現的能力。未來，鳳凰衛視還將積極推動「台網屏刊」協同經營的能力，通過聯動電視、互聯網、戶外大型LED顯示屏、以及週刊等媒體資源，為客戶提供整合的傳播服務，重構傳媒產業的價值鏈。

## CHAIRMAN'S STATEMENT

### 主席報告書

The number of active users on the flagship product ifeng News App under Phoenix New Media, an internet media platform of the Group, has remained high. With user experience as priority, the product is continuously updated in terms of targeted push and interface optimisation through the use of artificial intelligence algorithms combined with editing operation. The Group has further enhanced its brand influence by creating premium contents such as vertical lifestyle channels and original IPs. Phoenix New Media has also expanded new business areas including online reading, real estate information platform and games. Large-scale offline events such as Phoenix Finance Summit also created a sensational effect in the industry. In March 2019, the Group strategically disposed of a portion of the investment in Yidian Zixun, which brought considerable investment income to the Group and provided a certain amount of capital to secure its strategic upgrade in the future.

Phoenix Metropolis Media works with global media providers, in fully satisfying the needs of its customers by providing them with professional services that are characterised by wide coverage, high reputation, strong planning and creativity as well as sufficient technical support. Phoenix Metropolitan Media continues to innovate in terms of creativity and technology. Creative interactive technologies such as naked-eye 3D, transparent 3D and live street view navigation, provide customers with a refreshing experience. Phoenix's outdoor LED media resources currently cover over 300 cities in China with over 900 screens. Its global network encompasses 19 countries and regions including the Americas, Europe, Oceania and Asia, achieving genuine global procurement and distribution.

The Group has also maintained systematic development in other business segments.

In the area of digital technology, Phoenix Digital Technology is an important establishment of the Group's technology innovation of contents, representing Phoenix's years of refinement in the fields of humanities and arts. In 2019, partnering with the Palace Museum, the high-tech interactive digital art exhibitions *Along the River during the Qingming Festival 3.0* and *A Panorama of Rivers and Mountains 3.0* were successfully held in Hong Kong, Guangzhou and Macau. Through various techniques such as digital multi-media, interactive experience, spatial display, a brand new immersive viewing experience was brought to the audience, receiving appreciation from all sectors. Phoenix Cloud is committed to transforming and marketising its media technologies accumulated over the years into digital products and services, actively promoting coordinated developments with the movie industry as well as the area of smart city. One of its products, Flying Fish, which represents an innovative mode of transfer and distribution of digital contents, will bring promising market development prospects.

本集團的互聯網媒體業務平台「鳳凰新媒體」，其旗艦產品「鳳凰新聞客戶端」活躍用戶數目保持高水準，產品以使用者體驗為先，通過人工智能演算法結合編輯運營，在精準推送、界面優化等方面持續升級產品設計。透過對生活方式相關垂直頻道及原創IP等精品內容的打造，進一步提升品牌影響力。「鳳凰新媒體」亦在全面拓展線上閱讀、房產資訊平台、遊戲等新業務領域，並於線下舉辦鳳凰網財經高峰論壇等大型活動，在業界產生了轟動效應。2019年3月，集團策略性出售一點資訊部分投資，已為集團帶來可觀的投資收益，亦為集團未來戰略升級提供了一定的資金保障。

「鳳凰都市傳媒」聯合全球媒體供應商，全面滿足客戶對於媒體投放的需求，為客戶提供覆蓋面廣、信譽度高、策劃創意能力強、技術保障充分的專業服務。鳳凰都市傳媒在創意和技術上不斷推陳出新，裸眼3D、透明3D、實景嚮導等創意互動技術讓客戶耳目一新。目前，鳳凰戶外LED媒體資源覆蓋全國300多個城市，900多個屏點。環球網覆蓋美洲、歐洲、大洋洲、亞洲等19個國家和地區，實現真正意義上的全球採購和全球發佈。

本集團其他業務板塊亦保持有序發展。

在數字科技領域，「鳳凰數字科技」是本集團在內容科技創新的重要實踐，體現了鳳凰在人文藝術領域的深厚積澱。2019年，旗下與故宮博物院合作的《清明上河圖3.0》、《千里江山圖3.0》高科技互動藝術展演分別在香港、廣州、澳門等地成功舉辦，通過數字多媒體、互動體驗、空間陳設等多種手段，為受眾帶來全新的沉浸式觀展體驗，得到社會各界廣泛好評。「鳳凰雲祥」，致力於將多年積累的媒體技術轉化為數字產品和服務，積極推動與電影行業、智慧城市等領域的協同發展，旗下「飛魚快傳」創新數字內容傳輸與發行模式，具有良好的市場發展前景。

In the area of cultural creativity, Phoenix Culture, serving as the cultural creativity industry platform of the Group, has formed a sustainable business model in areas such as IP contents development and incubation, large-scale performing arts, art exhibition and cultural tourism. Phoenix Entertainment owns the copyrights of the comics adapted from the 15 novels of Mr. Jin Yong. The next step is to speed up the creation and incubation of IP and enhance the ability to monetise IP products. As an integrated body of cultural creativity, Phoenix Culture will capitalise on its consolidated resources in the future, promote the extensive integration and development between the media and the industry, and facilitate the transformation and upgrading of the Group's cultural and creative business.

Phoenix Finance, a strategic investment by Phoenix TV, has been deeply involved in the area of digital wealth management. With the groundwork of technologies including big data, artificial intelligence and blockchain, it has already developed a cutting-edge intelligent technology architecture and application system to fully support the development of financial businesses and to achieve the omni-directional application of financial technology in inclusive finance, wealth management and international business sectors. In 2019, Phoenix Finance received from the Asian Banker the 2019 China Digital Wealth Management Service award, and was selected by KPMG to be listed as one of China Leading Fintech 50 in 2019. Capitalising on its technical exploration in financial technology and end-user services, Phoenix Finance has already made it possible to provide one-stop full-cycle wealth management with the use of digital technology.

In view of the adverse impact of COVID-19 outbreak on global economies and market condition, it is foreseeable that operating condition will be difficult. I, the Chairman, wanted shareholders and stakeholders to know that we are working with both staff, clients and other stakeholders to manage through these unpredicted times. Phoenix as always, will leverage its core advantages in brand and contents and firmly adhere to professional journalism in future, while at the same time promoting transformation and innovation in the Group's structure and diversified business organisation, with an aim to build an international omni-media group with credibility, influence and communication capability, so as to answer to the expectation of the market and the loyal fans of Phoenix.

在文創領域，「鳳凰文創」是本集團的文化創意產業平台，在IP內容開發與孵化、大型演藝、藝術策展、文化旅遊等領域，形成可持續的商業模式，「鳳凰娛樂」擁有金庸先生15部小說作品漫畫改編製作版權，接下來還將加快IP的創作孵化與產品變現能力。未來，「鳳凰文創」還將以文創綜合體的整合資源優勢，促進媒體與產業的深度融合，推動集團文創產業轉型升級。

鳳凰衛視策略性投資的「鳳凰金融」，深耕數字化財富管理領域，在大數據、人工智能、區塊鏈等技術支撐下，已成功打造了前沿的智能科技架構和系統應用，全面支持金融業務發展，實現金融科技在普惠金融、財富管理、國際業務板塊的全方位應用。2019年，亞洲銀行家授予鳳凰金融「2019中國年度數字化財富管理服務」的獎項，並入選畢馬威「2019中國領先金融科技50企業」榜單。憑藉在金融科技、用戶服務等方面的技術探索，鳳凰金融已經借助數字技術實現了一站式全週期的財富管理服務。

鑑於2019冠狀病毒病(COVID-19)疫情爆發對全球經濟及市場狀況的不利影響，預期經營狀況將會艱難。本人作為主席，希望讓股東及持份者知道，我們正與員工、客戶及其他持份者合作，設法渡過此難以預測的時刻。未來，鳳凰將一如既往地堅守品牌與內容之核心競爭力，在堅守新聞專業主義的同時，持續推動集團架構及多元化業務體系的轉型和創新，致力於打造具有公信力、影響力、傳播力的國際化全媒體集團，以回饋資本市場以及鳳凰忠實擁躉對鳳凰的期待。