

# Management Discussion & Analysis

## 管理層討論及分析

For the six months ended 30 September 2021 (“period”), the Group’s turnover amounted to HK\$1,597.2 million, representing an increase of 24.2% over the six months ended 30 September 2020 (“previous period”). Retail and wholesale turnover in Hong Kong and Macau SARs increased by 26.9% to HK\$1,086.1 million. The Group was operating 233 retail outlets as at 30 September 2021.

Loss for the period narrowed by HK\$60.4 million (or 25.0%) to HK\$181.6 million compared to the previous period. Excluding the provision for impairment made in accordance with HKAS 36 that applied to retail store assets (including right-of-use assets and property, plant and equipment), the subsidies for Novel Coronavirus pandemic (“COVID-19 pandemic” or “pandemic”) by local governments, temporary rental concessions as well as the results from discontinued business, the Group’s loss during the period narrowed by HK\$152.3 million (or 44.3%) as compared to the same period last year.

Basic loss per share amounted to 5.9 HK cents (2020: 7.8 HK cents). In view of the challenging and uncertain business and operating environment we are facing, the Board has resolved not to pay any interim dividend for the reporting period in accordance with the Group’s policy to pay dividends out of profits and for the reason of responsible risk management (2020: Nil).

截至2021年9月30日止六個月(「本期內」)，集團營業額為1,597.2百萬港元，較截至2020年9月30日的六個月(「去年同期」)增長24.2%。香港及澳門特區市場的零售及批發營業額上升26.9%至1,086.1百萬港元。於2021年9月30日，集團經營233間零售店舖。

集團期內錄得虧損較去年同期收窄60.4百萬港元(或25.0%)至181.6百萬港元。撇除採納香港會計準則第36號所確認之零售店舖資產減值撥備(包括使用權資產及物業、機器及設備)、各地政府的新型冠狀病毒疫情(「新冠疫情」或「疫情」)相關補貼、臨時租金減免及已終止經營業務的業績，集團於本期內的虧損較去年同期收窄了152.3百萬港元(或44.3%)。

每股基本虧損為5.9港仙(2020年：7.8港仙)。鑑於我們面對的商業和經營環境嚴峻及前景未明，董事會根據集團按溢利派發股息的政策，以及實施負責任的風險管理，決議不派發於本期內的中期股息(2020年：無)。

### Fiscal Prudence for Rejuvenation of Internal Strength

In response to the unprecedented impact of the pandemic, the Group implemented stringent inventory and cost management to conserve working capital so as to navigate through adversity, while strategically invested in online and Mainland China retail businesses, both of which possess promising growth potential. These initiatives will enable the Group to become more resilient and achieve sustainable business growth after the pandemic.

Cost control measures taken includes streamlining physical store network in tourist districts in Hong Kong SAR and acceleration of digitalisation and automation to optimise our operations, with a view to reducing costs and enhancing operational efficiency. In our core market of Hong Kong and Macau SARs, the fixed costs for office and shops further decreased by approximately 18.3% as compared to the previous period as a result of the elimination of unnecessary and non-productive expenses.

The Group received a total amount of approximately HK\$80.1 million of pandemic-related subsidies from the governments of Hong Kong SAR, Macau SAR and Malaysia in the previous period as compared to HK\$3.1 million in the reporting period, which alleviated the burden of operating costs.

While we implemented strict inventory management by discontinuing and clearance of low productivity products, we have also introduced new and popular products to add to customer appeal. The Group flexibly adjusted its inventory strategies across various business units and allocated more inventory to the growing Macau SAR and online businesses, with a view to align closely with the market and capture business opportunities. Such move would prepare us for the peak of online business in November and December. As at 30 September 2021, the Group's inventory increased by HK\$2.8 million to HK\$828.5 million from the previous period, and increased by HK\$62.4 million from HK\$766.1 million as at 31 March 2021.

As at 30 September 2021, the cash and bank balances of the Group amounted to HK\$286.4 million, as compared to HK\$593.6 million in the previous period. While this is adequate for current operating needs, the Group has made arrangements to increase its banking facilities to support its working capital in light of market uncertainties.

### 保守理財 養精蓄銳

在前所未有的新冠疫情影響下，集團實施嚴謹的存貨及成本管理政策，以保留營運資金過渡難關，並策略性地投放資源於具增長潛力的線上和中國內地零售業務，讓集團在疫情風暴過後更具堅韌力，得以繼續茁壯成長。

集團實行多項成本控制措施，包括理順香港特區遊客區的實體店舖網絡，加強數碼化及自動化以優化營運流程，務求減省營運成本及提升營運效率。在集團的核心市場香港及澳門特區，由於削減非必要及非生產性的開支，辦公室及店舖的固定成本較去年同期降低約18.3%。

集團於去年同期獲取香港特區、澳門特區及馬來西亞政府發放有關疫情的補貼資助共約80.1百萬港元，期內則為3.1百萬港元，減輕營運成本的負擔。

集團透過停售及促銷慢流產品以實施嚴格庫存管理，同時積極引入熱銷新品吸引顧客。集團靈活地調整各個業務單位的存貨策略，分配更多庫存以應付增長的澳門特區和線上業務，以緊貼市場和抓緊商機，此舉將為線上業務11月和12月舉行的業務高峰期做好準備。集團於2021年9月30日的庫存較去年同期增加2.8百萬港元至828.5百萬港元，較2021年3月31日的766.1百萬港元庫存增加62.4百萬港元。

於2021年9月30日，集團現金及銀行結存為286.4百萬港元，去年同期為593.6百萬港元。雖然足以應付當前的營運所需，但礙於市況不明朗，集團亦已安排加大銀行循環貸款額度以作後備營運資金之用。

## Market Overview 市場概覽

### Retail Sales/Medicines and Cosmetics Sales in 2021 (year-on-year change)

2021年零售銷售額／藥物及化粧品銷售額(按年變動)

Market 市場	Retail Sales Change 零售銷售變動	Medicines and Cosmetics Sales Change 藥物及化粧品銷售變動
Hong Kong SAR 香港特區	8.3% (Apr – Sep) (4至9月)	11.3% (Apr – Sep) (4至9月)
Mainland China (Note 1) 中國內地(附註1)	9.3% (Apr – Sep) (4至9月)	11.7% (Apr – Sep) (4至9月)
Malaysia 馬來西亞	-5.5% (Apr – Sep) (4至9月)	Note 2 附註2

Note:

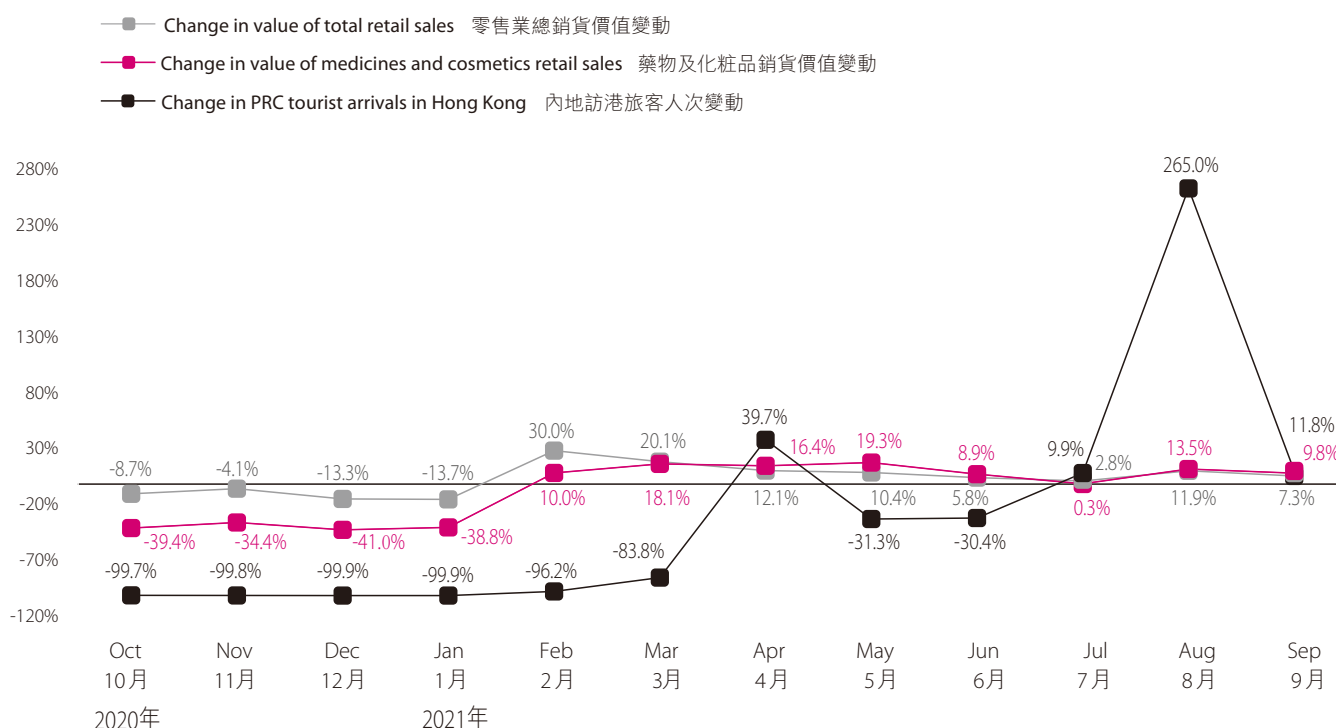
- 1) Only cosmetics sales statistics were included in the Mainland China market.
- 2) There were no medicines and cosmetics sales statistics provided by the Malaysian Government.
- 3) All of the above data were sourced and estimated from statistics published by corresponding governments' statistics bureaus.
- 4) There are some inconsistencies in definition and survey methodology for cosmetics retail sales by different government statistics bureaus.

附註：

- 1) 中國內地市場只包括化粧品銷售數據。
- 2) 馬來西亞政府沒有提供有關藥物及化粧品零售的統計數據。
- 3) 以上所有數據來自及推算自相關政府統計部門公佈之統計數據。
- 4) 不同的政府統計處對化粧品行業零售的釋義和統計方法各有差異。

### Retail Sales Performance in Hong Kong SAR and PRC Tourist Arrivals in Hong Kong (year-on-year change)

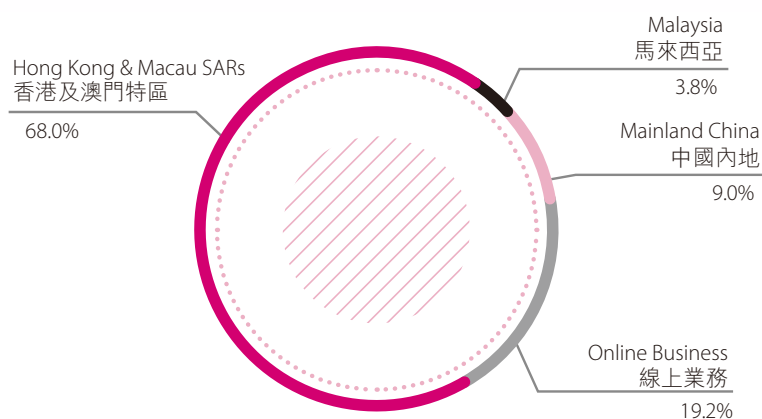
香港特區零售業銷售表現及內地訪港旅客人次(按年變動)



Source: Hong Kong Census and Statistics Department & Hong Kong Tourism Board  
資料來源：香港政府統計處及香港旅遊發展局

## Retail and Wholesale Business 零售及批發業務

### 1<sup>st</sup> Half FY2021/22 Turnover Mix by Market 2021/22財政年度上半年按市場劃分的營業額



### Store Network by Market 按市場劃分的店舖網絡

Market (Continuing operations) 市場 (持續經營業務)	As of 30 Sep 2020 於2020年 9月30日	As of 31 Mar 2021 於2021年 3月31日	Opened* 開店*	Closed* 關店*	As of 30 Sep 2021 於2021年 9月30日
Hong Kong & Macau SARs 香港及澳門特區	106	100	1	10	<b>91</b>
Mainland China 中國內地	48	57	14	2	<b>69</b>
Malaysia 馬來西亞	77	75	–	2	<b>73</b>
Total 總數	231	232	15	14	<b>233</b>

\*Note:

- The number of stores opened and closed within six months between 1 April 2021 and 30 September 2021.

\*附註：

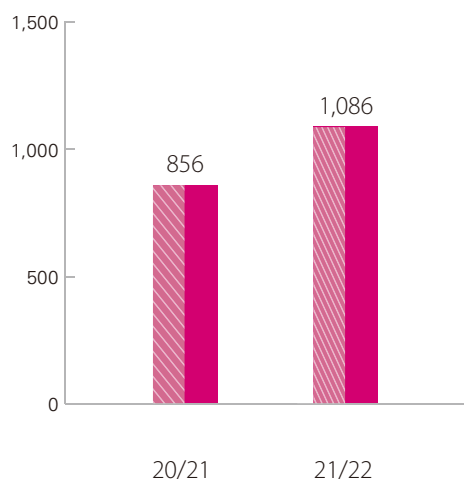
- 2021年4月1日至2021年9月30日六個月期間之開店及關店數目。

## Hong Kong and Macau SARs 香港及澳門特區

### 1<sup>st</sup> Half Turnover (Retail & Wholesale)

上半年營業額(零售及批發)

HK\$M  
港元 ( 百萬)



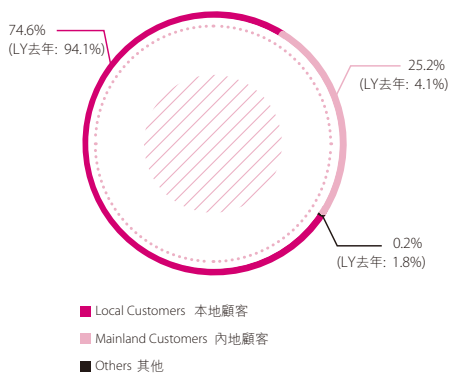
### 1<sup>st</sup> Half Same Store Sales Change

上半年同店銷售變動

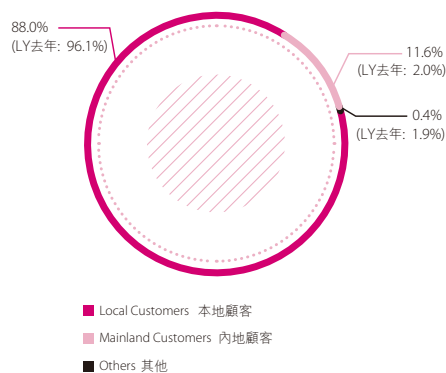


### Sales Mix (1<sup>st</sup> Half FY2021/22 Retail Sales) 銷售組合(2021/22財政年度上半年零售銷售額)

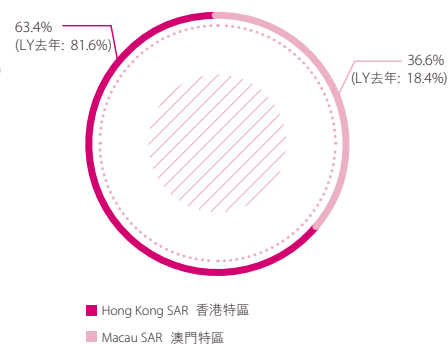
#### Customer Mix – By Sales Value 顧客組合 – 按銷售價值



#### Customer Mix – By No. of Transactions 顧客組合 – 按交易宗數



#### Geographical Mix 地區組合



## Management Discussion & Analysis 管理層討論及分析

During the period, the Hong Kong SAR government continued to enforce preventive measures as well as stringent border controls to contain the COVID-19 pandemic, this has brought the number of visitors from Mainland China to a virtual standstill, leading to a continued underwhelming performance of the Group's sales contributed by Mainland Chinese visitors. The Group took measures to boost sales to local customers and also capitalised on the opportunities brought about by the government's Consumption Voucher Scheme launched in August. By collaborating with electronic payment solution providers along with the launch of various appealing promotions, we managed to drive additional local spending benefitting from the scheme.

In Macau SAR, the Group enjoyed healthy sales growth in the first half of the year mainly driven by the return of Mainland Chinese visitors. According to the government statistics, the overall number of Mainland Chinese visitors between April and September saw a gradual pick-up to approximately 30% of the pre-pandemic (referring to 2018) level. Sales at Sa Sa contributed by Mainland customers witnessed a faster pace of recovery in the first half of the year and returned to approximately 45% of the pre-pandemic level (referring to FY2018/19). Following the re-opening of the border with Mainland China in September last year, a number of new confirmed COVID-19 cases were recorded in Guangdong Province and Macau SAR during the period. As the outbreaks in August and late September were more serious than before, the Macau SAR government tightened its border control, resulting in a drastic decline in the number of Mainland Chinese visitors as well as the Group's sales. Consequently, sales to Mainland Chinese visitors in the second quarter was less than that in the first. The Group expects that the sales performance in Macau SAR will continue to fluctuate according to the pandemic situation.

While the second round of consumption subsidy scheme introduced by the Macau SAR government this year has brought some benefits to the Group's sales to the locals in the second quarter, it was still lower than that in the same period of the previous year which benefitted from a similar scheme. Yet, it was noticeably higher than that of the pre-pandemic level.

Overall, same-store sales in Hong Kong and Macau SARs rose by 32.4% year on year during the period, while retail sales witnessed a year-on-year increase of 28.8%. Comparing to the same period in FY2018/19, retail sales dropped by 69.6% in the reporting period, similar magnitude to the 68.8% decline in the second half of the FY2020/21. Benefitting from the re-opening of border between Macau SAR and Mainland China, the Group's sales contributed by Mainland Chinese visitors surged by around seven times year-on-year in the first half of the year, but represents a decrease of 89.4% when compared to the pre-pandemic period. Sales to local customers slightly increased by 2.0% year on year but decreased by 11.4% as compared to the pre-pandemic period. Macau SAR's sales contribution to total sales in Hong Kong and Macau SARs significantly increased from 17.7% in the previous period to 35.7%.

回顧期內，香港特區政府持續實施針對新冠疫情的防控措施，並執行嚴謹的入境管制措施以遏止疫情，使中國內地訪港旅客的人次停滯不前，導致集團來自內地客的銷售繼續低迷。集團繼續採取措施推動本地客的銷售，並充分利用政府在8月推出消費券計劃的機遇。我們與電子支付方案供應商合作，推出具吸引力的宣傳推廣，成功吸納消費券帶來的額外本地消費。

在澳門特區，受內地客重臨澳門旅遊帶動，集團上半年的銷售錄得健康增長。根據政府統計數據，4月至9月的整體內地旅客人次逐漸回升至疫情前（即2018年）約30%的水平。莎莎的內地客銷售復甦速度較快，於上半年已回復至疫情前（即2018/19財政年度）約45%的水平。自去年9月開始澳門特區與中國內地重新通關後，廣東省及澳門特區於期內又錄得多宗新確診個案，其中8月及9月底爆發的疫情相對之前嚴重，澳門特區政府實施的入境管制導致內地旅客量大幅度下挫，隨即打擊集團的銷售，導致第二季的內地客銷售遜於第一季，集團預計澳門特區的銷售會繼續受疫情反覆而波動。

此外，澳門特區政府今年推出第二輪消費券，集團的本地客銷售於第二季亦有所受惠，但仍低於去年同期受惠類似計劃的收益，不過依然明顯高於疫情前的水平。

總體而言，於本期內，港澳特區市場的同店銷售按年上升32.4%，而零售銷售額按年增長28.8%，較2018/19財政年度同期則減少69.6%，而2020/21財政年度下半年的跌幅則為68.8%，跌幅水平相若。受惠於澳門特區與中國內地通關，上半年來自內地客的銷售按年升約7倍，仍較疫情前跌89.4%；本地客亦按年微升2.0%，較疫情前則跌11.4%。港澳特區的總營業額中來自澳門特區的銷售佔比亦由去年同期的17.7%顯著上升至35.7%。

Despite that the Group's business in Macau SAR recorded profits in the first half of the year, Hong Kong SAR operation remained loss-making. As a result, the Group incurred a loss for the period of HK\$122.8 million for the combined Hong Kong and Macau SARs markets, while a loss of HK\$238.6 million was incurred in the previous period. Excluding the provision for impairment made in accordance with the HKAS 36 that applied to retail store assets (including right-of-use assets and property, plant and equipment), temporary rental concessions as well as pandemic-related subsidies received from the governments, the Group's loss for the period in the Hong Kong and Macau SARs markets narrowed by HK\$198.7 million (or 61.1%) as compared to the previous period. We will continue to scrupulously manage costs and optimise our cost structure with an aim to expedite a profit turnaround and enhance our long-term profitability.

### **Streamlining Store Network to Expedite a Profit Turnaround**

The substantial decline in tourist arrivals brought a drastic impact to the retail stores in tourist districts, hence the Group continued to streamline its store network. As at 30 September 2021, there was a net decrease of 15 in the total number of retail stores compared to the same period last year, out of which 10 closures in the first half of the year are located in Hong Kong SAR with the majority located in tourist districts. Our frontline beauty consultants from the closed stores have been deployed in other stores nearby, enabling the stores in the same district to continue serving our customers originally patronising the closed stores in a systematic manner while driving sales growth. In addition, the sales of online business in Hong Kong SAR increased by 41.1% year-on-year to HK\$58.4 million, mainly attributable to the shift of purchase behaviour towards online shopping by some consumers of physical stores. As a result, the closure of stores had no noticeable loss of sales.

To bring down rental costs in accordance with the respective stores' sales performance and business demand in the districts, the Group negotiated for temporary rental concessions for running leases before their expiry. And in cases where the Group chose to continue running the stores upon their lease expiry, and the Group negotiated for substantial rental reduction upon renewal. As quality stores would be difficult to pursue when the market recovers, a certain number of existing stores in prime tourist districts with heavy foot traffic will be retained. This will also save our decoration expenses and related depreciation associated with new openings in the future.

In the first half, rental savings from shop closures and renewals amounted to HK\$77.2 million (43.5%), while other fixed overheads in retail stores (including fixed salary for frontline staff as well as utilities expenses, etc.) decreased by HK\$16.7 million (10.2%).

澳門特區於上半年錄得利潤，惟香港特區仍然錄得虧損，因此港澳特區市場的期內虧損為122.8百萬港元，而去年同期的虧損則為238.6百萬港元。若不計及採納香港會計準則第36號所確認之零售店舖資產減值撥備(包括使用權資產及物業、機器及設備)、暫時租金減免及有關疫情的政府補貼，集團於此市場的期內虧損則較去年的虧損改善198.7百萬港元(或61.1%)。我們會持續管理成本和優化成本架構，冀加快轉虧為盈之步伐以及增強長遠的盈利能力。

### **理順店舖網絡 加快轉虧為盈**

訪港旅客人次銳減令位處遊客區的零售店受到嚴重打擊，故集團繼續精簡店舖網絡，於2021年9月30日的店舖總數較去年同期淨減少15間，上半年關閉的10間店舖全部設於香港特區，大部分位於遊客區。已關閉店舖的前線美容顧問獲分派到鄰近分店繼續工作，令同區的其他店舖可以有系統地繼續服務原有的客戶而推動銷售增長。此外，香港特區的線上業務受惠於部分實體店的消費者轉為網購，其銷售額按年升41.1%至58.4百萬港元，因此關店並未對集團造成明顯的銷售損失。

為根據各店舖的銷售表現及各地區業務需求降低租金成本，集團在租約到期前爭取臨時租金減免。倘若集團於租約屆滿時選擇繼續經營店舖，我們會在續租時盡力爭取大幅度減租。由於優質店舖於市道復甦後較難獲取，因此集團計劃在人流暢旺的遊客區黃金地段保留一定數目的現有店舖。這亦可免除日後重新開店時所產生的裝修開支和有關折舊。

於上半年，因關閉及續租店舖節省的租金開支為77.2百萬港元(43.5%)，其他店舖固定開支(包括店舖員工固定薪金、水電等)則減少16.7百萬港元(10.2%)。

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Triggered by a plunge in tourist arrivals attributed to the outbreak of social incident in Hong Kong SAR, the Group has started to adjust its store strategies from mid-September 2019 onwards by way of reducing store network, particularly the stores with expensive retail rents in tourist districts of the city; while at the same time opening new stores or relocating stores to prime locations when the rents were reasonable. The total number of Sa Sa's retail stores in Hong Kong and Macau SARs reduced from the peak of 118 in September 2019 to 91 as at 30 September 2021. Monthly rental expense (excluding temporary rental relief offered by landlords) decreased from approximately HK\$68.1 million two years ago to approximately HK\$39.2 million in September 2021, representing a drop of 42.4%. On top of that, shop expenses related to frontline staff and other costs also recorded a decline. Thanks to the reduced costs as a result of the Group's continuous and effective shop rationalisation efforts, our business operation was close to breakeven position in one month in the first half although we continued to incur losses during the period.

Most shop leases in Hong Kong and Macau SARs are for a term of three years. As at 30 September 2021, leases of 20 retail stores will expire within this financial year. Five to eight retail stores are expected to be closed in the second half of the year as we continue to close down stores with excessively high rental costs or with less contributions. Based on the current execution plan, the Group expects a net decrease of 15-18 in the total number of stores year-on-year by March 2022.

### Optimising its Product Offering to Address Customer Needs

As the supply of protective products continued to increase over the past year, consumers accumulated a stockpile of these products at home while the pandemic was gradually brought under control. As a result, the pressing local demand for this type of products especially face masks diminished as compared with the previous period during the onset of the pandemic. Nevertheless, the demand for product categories such as health & fitness and personal care products as well as beauty gadgets continued to grow and have the potential to attract new customer segments and bolster customer loyalty and generate new revenue stream. During the period, we strategically introduced more health & fitness products and beauty gadgets. This includes exclusive distribution rights for multiple renowned Korean and Japanese health & fitness brands in Hong Kong and Macau SARs, enriching our exclusive product portfolio and boosting gross margin performance. Monthly sales of the above-mentioned products surged by close to 50% from April to September. The Group targets to further increase its monthly sales by at least another 50% within this financial year.

During the period, the Group actively introduced new and popular products, and rationalised its product portfolio, managing its inventory to return to a relatively reasonable level. Gross profit margin also saw a recovery to 38.8% in Hong Kong and Macau SARs, demonstrating a notable improvement from the 29.6% recorded during the large-scale clearance sales conducted in the previous period.

因應香港特區爆發社會事件令訪港旅客量大跌，集團由2019年9月中起重新部署店舖策略，縮減香港特區尤其是遊客區租金昂貴的店舖，同時在合理租金水平下，在優越地段開設新店或遷移店舖位置。莎莎於港澳特區市場的零售店總數由2019年9月高峰期的118間減至今年9月30日的91間，每月的租金開支（不計業主的暫時租金減免）亦由兩年前約68.1百萬港元減至今年9月約39.2百萬港元，減幅達42.4%，店舖的前線員工及其他開支亦有所下降。由於集團持續有效地執行減店策略，在開支減少的情況下，雖然集團於期內在此市場仍然錄得虧損，不過上半年其中一個月更已接近收支平衡點。

由於港澳特區的店舖租約大部分均為期三年，於2021年9月30日，集團尚有20份租約將於本財政年度內到期。集團會繼續關閉租金過高或貢獻不多的店舖，並預計下半年將關店約5至8間。按照目前計劃，集團預計於2022年3月的港澳特區的店舖總數將會按年淨減少15至18間。

### 優化產品組合 迎合顧客需求

市面上防疫產品的供應在過去一年持續增加，市民也同時在家中囤積了不少的存貨，與此同時，疫情逐漸受控，使本地顧客對防疫產品尤其是口罩的殷切需求較去年同期疫情爆發初期減退。不過對保健產品、個人護理產品、美容小儀器等類別需求持續，此類產品有助加強顧客的黏性，亦可吸納新客層，開拓新的收入來源。集團於期內引入更多保健產品和美容小儀器，包括獲取多個韓國、日本知名保健產品品牌在港澳特區的獨家代理權，以豐富莎莎的獨家產品組合及提高毛利率表現。上述產品類別的月度銷售由4月至9月的升幅近50%，集團希望於今個財政年度內把其月度銷售進一步增加至少50%。

期內，集團積極引入熱銷新品，理順產品組合，庫存也回到相對合理的水平，港澳特區的毛利率亦回升至38.8%，較去年同期進行大規模減價清貨時錄得的29.6%明顯改善。



## Online Business

During the period, turnover of the Group's online business reached HK\$307.4 million, registering an increase of 65.2% year on year or 65.9% as compared to the same period in FY2018/19. Its contribution to the Group's total turnover increased from 14.4% in the previous period to 19.2%. During the period, the Group achieved a turnaround with a profit of HK\$1.2 million, an improvement over the reported loss of HK\$2.6 million in the previous period.

The Group's online business continued to improve in the first quarter as it witnessed a faster year-on-year growth of 108.8%, it also increased by 64.0% as compared to the pre-pandemic period. Such growth was primarily empowered by the "618 Shopping Festival" this year, driving an outperformance in Sa Sa's third-party platforms and WeChat mini-programme in Mainland China. Stepping into the second quarter with a high base from the previous period and with no major shopping festivals in the Mainland China, the year-on-year sales growth narrowed to 33.7%. An increase of 68.1% in sales was however recorded as compared to pre-pandemic period, higher than the growth in the first quarter.

For many years, our online business team has focused on driving business expansion in the Mainland China market. Having sensed the growth potential in our home market of Hong Kong SAR and Southeast Asia at the outbreak of the pandemic, the Group was determined to step up its efforts in exploring these business opportunities. This strategic initiative paid off and sales contributed by Hong Kong SAR increased by 41.1%, while other markets of Sa Sa experienced the fastest growth of 292.9% in their sales.

The Group proactively enhanced its new retail operating model with integration of online and offline operations ("O2O") during the period by expanding the "click-and-collect" service to more stores in Hong Kong and Macau SARs. The shopping website in Hong Kong SAR was revamped early this year, and incorporated enhanced O2O capabilities including e-coupons that are usable both online and in our offline stores to provide customers with a more pleasant shopping experience. This function also enables us to cross-refer our customers across both online and offline platforms, which would in turn increase customers' loyalty and repurchase rate. The Group's adoption of O2O operating model could also reduce our reliance on physical stores and lower fixed overheads and overall operating costs, arriving at a more flexible cost structure. The breakeven point of Hong Kong and Macau SARs' businesses will be also lowered, enabling a quicker return to profitability for Sa Sa.

The new shopping website in Hong Kong SAR unleashes the advantages of O2O by supporting the engagement and sales transactions between our beauty consultants and customers via social media. This sales channel has, for this reason, been redefined as O2O business starting from this reporting period. As the turnover of other self-owned sales channels only accounted for less than 3% of the overall online business, O2O business and the Group's own channel will be combined as "own channels" for reporting purpose going forward.

## 線上業務

集團本期內線上業務的營業額為307.4百萬港元，按年升幅為65.2%，對比2018/19財政年度亦增長65.9%，佔集團的總營業額由去年同期的14.4%增至19.2%。期內扭虧為盈，錄得利潤1.2百萬港元，較去年同期錄得的2.6百萬港元虧損有所改善。

線上業務於第一季持續進步，銷售按年增幅為108.8%，並較疫情前增長64.0%，主要因為今年「618購物節」帶動莎莎在中國內地的第三方平台和微信小程序表現理想。踏入第二季度，由於中國內地並無大型購物節，加上去年同期的基數高，銷售按年增幅下調至33.7%，惟仍然較疫情前增長68.1%，高於第一季的增幅。

多年來，我們的線上業務團隊一直專注於拓展以高速擴展的中國內地市場。於疫情爆發時，有見本地市場香港特區及東南亞地區等市場的增長潛力，集團銳意探索此等市場的發展商機。此策略性舉措已得到回報，香港特區的銷售按年升41.1%，而莎莎於其他地區的銷售增速最快，上升292.9%。

期內，集團積極推動線上線下(O2O)融合的新零售營運模式，在香港及澳門特區進一步擴展「網購店取」服務。今年初，香港特區購物網站進行更新並提升了O2O功能，包括推出線上、線下互通的網店優惠，為顧客提供更貼心的購物體驗。此舉亦有助莎莎把線上和線下的客源互相轉化，有利提高顧客回購率及忠誠度。採納O2O營運模式能減低對實體店之依賴，有助集團減低固定和整體經營成本，實現更靈活的成本結構，降低港澳特區業務的收支平衡點，從而讓莎莎儘快回復盈利。

由於新的香港特區購物網站通過配合莎莎的美容顧問借助社交媒體在線上與顧客進行互動及銷售而可發揮O2O功能，因此，此銷售渠道於本期內起將被重新界定為O2O業務。由於其他自家銷售渠道的收入僅佔線上業務整體少於3%，故O2O及自家渠道將合併作「自家渠道」作報告之用。

## Management Discussion & Analysis 管理層討論及分析

### Mainland China

During the period, turnover of the Group's Mainland China business increased by 12.7% in local currency terms to HK\$143.6 million, while same store sales dipped by 5.0% in local currency terms. The total number of stores operated by the Group in Mainland China as at 30 September 2021 was 69, representing a net increase of 21 over the last 12 months.

The pandemic was largely under control in Mainland China although there were stores inevitably affected by sporadic outbreaks in different provinces or cities in their vicinities. Such outbreaks were more serious in the second quarter given that more than half of the provinces in Mainland China were affected. As a result, same store sales of the Group decreased by 16.4% in local currency terms year on year in the second quarter while an increase of 7.2% was recorded in the first quarter in local currency terms.

The Group believes that stronger brand names are in position to command more favourable positions in the rental market. The Group continued with its plan to expand its store network and increased the number of stores by more than 40% year on year as of the end of September 2021. The Group's strategically focused Southern and Northern China regions accounted for 6 and 5 new stores respectively, with other new stores located in first-tier cities including Chengdu and Chongqing, making 14 new stores in total in the first half of the year. These new stores are expected to improve the overall competitiveness of the Group and support its further sales growth, but they are still at early stage of investment. Coupled with the impact of the pandemic and slowdown in overall consumption, the Group's loss in Mainland China market in the first half of the year increased to HK\$41.5 million. We believe that progressive improvement will be seen in the operations of the new stores in respect of their contribution to our online and offline business in Mainland China, our O2O integration, cooperation with brand suppliers, as well as profitability.

### Malaysia

The Malaysian government implemented strict movement control orders in response to the COVID-19 pandemic outbreak during the period. Being classified as non-essential business, all of the Group's stores were required to close temporarily in June during the most difficult period. This dealt a heavy blow to Sa Sa's local business as the situation only noticeably improved towards the end of September.

In local currency terms, turnover of the Group's business in the Malaysian market plummeted by 53.7% year-on-year to HK\$60.2 million, while same store sales declined by 42.1%. Consequently, the Group's loss aggravated to HK\$18.5 million as compared to HK\$1.9 million in the previous period. As at 30 September 2021, the Group operated 73 stores, as compared to 77 stores in the previous period.

The Group continued to carry out a series of cost reduction measures, including seeking rental reduction, adjusting manpower and unpaid leave arrangements. Total retail store and office expenses reduced by 28.0% as compared to the previous period. We also received a subsidy of approximately RM1.6 million (approximately HK\$2.9 million) from the Malaysian government, which only slightly alleviated the burden of our operating costs. To avoid over-stocking, clearance sales were conducted and we lowered the inventory level by 9.3% over the same date last year.

### 中國內地

於本期內，集團中國內地業務的營業額按當地貨幣計算上升12.7%至143.6百萬港元，而同店銷售按當地貨幣計算則下跌5.0%。於2021年9月30日，集團在中國內地經營的店舖總數相較過去12個月淨增長21間至69間。

中國內地的疫情整體上大致受控，惟多個省份及城市曾發現零星的新冠肺炎確診個案，集團於該區附近的店舖因此無可避免地受到影響。第二季疫情加劇，波及中國內地超過一半以上省份，因此集團於該季的同店銷售按年跌16.4%（按當地貨幣計算），而第一季則錄得7.2%的同店增長（按當地貨幣計算）。

集團相信，更具實力的品牌可以在租賃市場佔據更有利的位置，集團按照原定計劃擴充店舖網絡，截至今年9月底的店舖總數亦按年增加了超過40%。集團策略性發展的華南及華北地區分別開設6家及5家新店，另有新店分別設於成都及重慶等一線城市，上半年共開設14家新店。此等新店有望提升集團整體競爭力，進一步推動銷售增長，不過開業初期仍然處於投資期，受疫情及整體消費放緩影響，中國內地於上半年的虧損增至41.5百萬港元。集團相信，此等新店的營運將持續進步，無論對集團中國內地的線上及線下業務的規模效益、O2O融合、與品牌供應商合作，以致盈利貢獻，將會逐步體現出來。

### 馬來西亞

受新冠疫情影響，馬來西亞政府於期內實施嚴格的行動管制令，由於被列為非必要業務類別，在最嚴峻的時期，集團於6月份全線店舖須臨時強制性停止營業，直至9月底才明顯改善，對莎莎於當地的業務造成沉重打擊。

按當地貨幣計算，集團來自馬來西亞市場的營業額按年下跌53.7%至60.2百萬港元，而同店銷售則下跌42.1%。虧損因而加劇至18.5百萬港元，而去年同期為1.9百萬港元。於2021年9月30日，集團經營73間店舖，去年同期為77間。

集團繼續採取一系列減省成本措施，包括爭取租金減免、調整人手、無薪假等，使店舖及辦公室開支較去年同期減少約28.0%。我們亦獲批政府推出的資助補貼共約1.6百萬令吉（相等於約2.9百萬港元），只是輕微紓緩了營運成本的壓力。為避免存貨積壓，集團透過清貨促銷活動減低庫存水平，較去年同期相比減低了9.3%。

## Outlook and Strategies

Under our future development blueprint, Sa Sa would adhere to and build on the “customer-centric” principle that has been the foundation of our success. Our physical stores would strengthen their function of providing customers with richer in-store experience of our products and services, in doing so, attract new customers, extend staying time of customers at stores and increase frequency of customer visits. Our online touchpoints would interact with customers and provide around-the-clock shopping experience for consumers who have already shifted to online shopping, as well as serving as additional touch points for our existing physical store customers. The Group will further integrate its online and offline operations so that our online and physical stores complement one another to provide comprehensive seamless customer experience.

One of the advantages of online business is that its fixed costs are relatively lower, and we can also save on rental expenses (among our top three expenses) that brick-and-mortar retailers have to bear. The O2O business model enables the Group to move towards a leaner cost structure and lower the breakeven point of its traditional retail business. The adoption of O2O would accelerate the time it takes for the Group to return to profitability, reinforcing our overall competitiveness and profitability in the long run.

The aforementioned development also helps the Group to attain business diversification and sustainable development. We will continue to pursue our long-term goal to increase the sales mix of businesses beyond brick-and-mortar stores in Hong Kong and Macau SARs to above 50% of the Group's turnover.

### Hong Kong and Macau SARs

The border restriction between Macau SAR and Mainland China has been lifted for more than a year, but with certain degree of instability. Border control measures were strengthened immediately every time there were outbreaks in Macau SAR or in Southern China with varying degree of detrimental effect on visitation and sales. If the pandemic in Macau SAR and cities nearby across Mainland China are brought under control, the Group's sales in Macau SAR are expected to grow steadily. Given that it is less likely for Hong Kong SAR to re-open its border with Mainland China this year, sales generated from mainland tourists in Macau SAR will more likely become an important element of the Hong Kong and Macau SARs, and would also be one of the important pillars to the Group's journey to achieve breakeven in these markets.

In Hong Kong SAR, the Half-yearly Economic Report 2021 issued by the government for the second quarter (April to June) pointed out that with signs of global economy pulling out of its slump and local pandemic receding, the city is on the right track to economic recovery. Unless the global economy and pandemic situation deteriorate, the economy of Hong Kong SAR is expected to pick up as the real GDP growth forecast for 2021 is revised upwards to 5.5%-6.5%. Although the stimulus effects brought about by the first and second instalment of consumption vouchers disbursed in August and October could only last for about one to two weeks, the Hong Kong Retail Management Association (“HKRMA”) stated that the retail market has bottomed out and the worst is already behind us given that the pandemic is under control.

## 展望與應對策略

在未來的發展藍圖中，莎莎將秉持賴以成功的「以顧客為中心」服務理念。我們的實體店將強化顧客親身體驗產品或服務之功能，以吸引新客、延長現有顧客在店舖逗留的時間及增加顧客到訪次數；而我們的線上接觸點則會與顧客互動，並為已開始網購的消費者提供全天候24小時的購物體驗，或提供額外的接觸點給現有實體店顧客。集團將繼續加強線上及線下業務在營運層面的融合，進一步發揮網店與實體店之互補優勢，務求提升貼心無縫之全方位顧客體驗。

線上業務的優勢之一是固定成本相對低，亦可節省實體店零售商需要承擔的租金開支（位列我們的三大開支），O2O營運模式能夠讓集團邁向更精簡的成本架構，降低傳統零售業務的收支平衡點，減少集團轉虧為盈所需的時間，長遠亦有助提升莎莎整體的競爭力和盈利能力。

上述的業務發展亦可助集團實現業務多元化及可持續發展，莎莎將會繼續按照長遠目標，將港澳特區市場實體業務以外佔集團整體營業額的比例持續加大至50%以上水平。

### 香港及澳門特區

澳門特區與中國內地已恢復通關逾一年，惟存在一定程度的不穩定性。每當澳門特區及華南地區爆發疫情時，當地都會立即加強邊境管制措施，為集團的到訪人數及銷售帶來不同程度的影響。假若當地及毗鄰的中國內地城市的疫情控制得宜，集團在澳門特區的銷售預計將穩步回升。鑑於香港特區預計於今年內與中國內地通關的機會較微，澳門特區的內地客銷售將會很大機會成為港澳特區的重要元素，亦是港澳市場達致收支平衡的關鍵之一。

在香港特區，政府就第二季（4至6月）發表的《2021年半年經濟報告》指出，隨著環球經濟狀況改善及本地疫情減退，香港經濟處於復甦的軌道，除非環球經濟及疫情轉差，否則香港特區經濟應向著復甦道路邁進，2021年最新經濟增長預測上調至5.5%至6.5%。雖然於8月和10月派發第一期和第二期消費券的相關刺激效用只能維持約一至兩個星期，但香港零售管理協會表示，零售市道最壞的時間已過，只要在新冠疫情受控的前提下，市道不會比早前差。

## Management Discussion & Analysis 管理層討論及分析

As local customers will remain our major customer base in Hong Kong SAR in the coming months, we will adopt a multi-pronged approach involving both products and stores to better serve them. We will adjust our product portfolio in a timely manner in response to the changes in their preferences and the latest market trends, broadening the personal care, health & fitness product and beauty gadget offerings, launch attractive promotions and enhance in-store product display to stimulate sales. Meanwhile, we also consider business opportunities to open new stores in residential areas to improve sales and gain local market share.

In addition to the ongoing store rationalisation plan in tourist districts in Hong Kong SAR, we plan to centralise some administration and management functions at stores while expediting the progress of automation to further reduce the cost of non-selling staff in stores and enhance operating efficiency of retail operations, with a view to speeding up our profit and loss turnaround.

We will invest more time and other internal resources to accelerate the integration of O2O business at the operating front. More training will be provided to our frontline beauty consultants to enhance their skills on social media livestreaming and online interaction with customers, aiming at cultivating a large group of Sa Sa online key opinion leaders (“KOLs”). Commission and reward system will also be improved to encourage frontline staffs to actively drive O2O development.

### Online Business

As the Group's current and future strategic focus, online business also registered the strongest sales growth during the period. We will continuously invest in our online business and actively develop each sales channel, and shifting towards a more comprehensive online and offline operating model through O2O operation integration.

Third-party platforms have commanded the highest sales contribution amongst all online sales channels of the Group. These platforms possess abundant resources to attract traffic and have developed into different high-growth ecosystems. Sa Sa will continue to collaborate with existing and new third-party platforms to expand our new customer base and boost sales. At the same time, we will build our own livestreaming team in the second half of year, as we aim to significantly strengthen our capability in livestreaming and video production and to expand our target consumer group of young generations in Mainland China, so that Sa Sa can better build reputation for its brands and products, as well as support the development of our online and offline businesses.

Developing a centralised customer reward system that can connect across our online and offline businesses is one of the keys to achieve seamless O2O integration. In Hong Kong SAR, the Group implemented a pilot launch of e-voucher programme in May 2021 subsequent to the launch of “click-and-collect” service, encouraging online customers to visit Sa Sa physical stores for repurchase. In view of the satisfactory results at the pilot launch, we plan to roll out e-vouchers which could be used at both online and offline businesses with an aim to boost customer loyalty and repurchase rate.

在香港特區，未來數月仍以本地顧客為主要客源，集團將會採取多管齊下的方法，包括針對產品及店舖層面為顧客提供更好的服務。我們會因應本地顧客群的产品喜好和最新趨勢而適時調整產品組合，加強個人護理產品、保健產品、美容小儀器系列，推出具吸引力的宣傳推廣方案，並改善產品陳列方式，刺激消費意欲，同時考慮在住宅區開設新店的業務機遇，提升莎莎的銷售和增加本地市場佔有率。

除了持續進行香港特區於旅遊區的減店計劃，集團計劃將店舖的部分行政及管理功能統一處理，並加快自動化進度，以進一步減省店舖非銷售人員的成本，優化零售營運的營運效益，讓集團儘快扭虧為盈。

我們將投入更多的時間和其他內部資源以加快實現O2O線上線下在營運層面的融合工作。集團將繼續為前線美容顧問提供培訓，提升其社交媒體直播及與顧客在線上互動的技巧，培育大量的莎莎線上帶貨主播(KOL)，並完善員工的佣金及獎賞制度，鼓勵前線員工積極推動O2O發展。

### 線上業務

作為集團現時及未來的策略核心，線上業務於期內的銷售增長率最高。集團將持續加大於線上業務的投資，積極發展各銷售渠道，並透過O2O的融合工作實踐，走向更全面的線上線下營運模式。

在集團的線上銷售渠道中，第三方平台的銷售比例一直最高，此類平台擁有豐富的引流資源，已發展成各個高增長的生態系統。莎莎將會尋求與現有及新電商平台合作，以開拓新客源及提升銷售，同時莎莎將於下半年自建直播團隊，旨在大力加強直播和錄像短片的製作能力，擴大集團在中國內地的年輕消費群，並藉此提升莎莎的企業及產品品牌在中國內地的知名度，有助莎莎於線上及線下業務的發展。

線上和線下業務要達致真正的O2O無縫協作，重點之一是具備能貫通線上、線下業務的顧客獎賞制度。在香港特區，繼「網購店取」服務，集團在今年5月開始試行推出電子優惠券計劃，帶動網店的顧客親身到訪莎莎實體店，進行二次銷售。此試驗計劃成績理想，集團將加強推出線上、線下業務互通的電子優惠，以提高顧客的忠誠度和回購率。

With the O2O trend on the rise globally, it also possesses promising growth potential in markets outside Hong Kong and Macau SARs. We are currently seeking to expand our O2O services in Mainland China where the adoption of O2O grows faster than in Hong Kong SAR, and to Malaysia in the longer run, to capture the opportunities brought about by the fast-growing online shopping trend, and to provide our customers with seamless and dedicated O2O services.

Due to the limitations of national product registration and related health quarantine policies, many popular beauty products of renowned international brands cannot be sold in Sa Sa's physical stores in Mainland China. Our private label products do not face such limitations, but it still takes a long time for products to be registered before they can be sold in our physical stores. Product offerings at Sa Sa's retail stores in Mainland China have to date not been as rich as our stores in Hong Kong SAR. Products sold at cross border e-commerce are subject to a different set of product registration policies which are less onerous and speedier to process. Sa Sa launched a pilot programme in mid-October adopting cross-border shopping capability on WeChat mini-programme, allowing its frontline beauty consultants in Mainland China to leverage on the easier product registration process for cross border fulfilment to offer products not available in Sa Sa stores in Mainland China to our Mainland China customers, meaning that they can sell selected popular products in the Hong Kong and Macau SARs markets to their customers or new customers. This will increase the attractiveness of the retail stores in Mainland China, while expediting the timeline of the launch of Sa Sa's private label products in Mainland China and broadening our customer base for online and offline business. This service was launched before the peak "Double 11" shopping festival.

## Mainland China

There are recent weaknesses in the consumption sentiment in Mainland China, but it is expected to return to healthy growth in the long run. Sa Sa will slightly adjust the pace of retail store expansion for the remaining part of this year, resulting in a change of target store number at the end of the financial year from 100 to 80. Our resources will be focused on expanding the Group's core city clusters (especially in the Greater Bay Area) and other strategic regions, with a view to manifesting the effectiveness and efficiency of focused local management.

In parallel with our store expansion plan, we have upgraded the in-store decoration and visual display for eight stores in the first half of the year. We aim to further enhance our overall brand image in the future. Our product procurement team will continue to introduce strong domestic and overseas brands as well as top trending domestic products in Mainland China. We will also streamline our Stock Keeping Units (SKU), so as to increase the competitiveness of our product portfolio and overall operational efficiency.

Meanwhile, the Group will accelerate its O2O integration in Mainland China by leveraging on the cross-border e-commerce (Haitao) feature of WeChat mini-programme. This will quickly enrich the product portfolio of our retail business in Mainland China and provide quality and seamless O2O services for our customers. The O2O integration will help attract new customers to Sa Sa's customer base in Mainland China, enhance the repurchase rate and loyalty of existing customers, and boost the commission income of local beauty consultants, thereby strengthening the overall competitiveness of the Group (For details, please refer to "Online Business" section under "Outlook and Strategies").

有見O2O在全球的發展趨勢，其在港澳市場以外亦極具發展潛力。集團正銳意尋求解決方案，把O2O服務伸延至發展較香港特區更快的中國內地、以至長遠在馬來西亞，把握線上購物高速發展的趨勢，為顧客提供O2O無縫貼心的服務。

在中國內地，受制於國家的產品登記及相關衛檢制度，部份受歡迎的知名國際品牌化粧品無法在莎莎的實體店內出售。我們的自家品牌產品雖然未有面對這種限制，但在實體店出售前的註冊過程亦需時，以致莎莎中國內地零售店的产品選擇較香港特區少。跨境網購產品需要通過另一套的產品註冊備案政策，處理起來更簡單快捷。莎莎已於10月中試驗利用具備跨境購物的微信小程序，讓中國內地的前線美容顧問能夠利用更簡單的产品註冊備案流程進行跨境配送，向我們的內地客提供莎莎在中國內地店舖無法提供的產品，意味著他們可以向現有或新客戶銷售香港和澳門特區市場的精選熱銷產品，一方面加強中國內地零售的吸引力，另一方面加快莎莎自家品牌在內地推出的時間表，亦可以增加線上及線下業務的新客源，此服務已於「雙十一」購物高峰期前推出。

## 中國內地

中國近月的消費氣氛放緩，不過預計長遠將會健康發展。莎莎將會稍為調整今年餘下時間的零售店舖擴張步伐，將本財政年度末的店舖目標由之前約100間調整至約80間。集團將集中投放資源發展核心城市(尤其是大灣區)和重點區域，體現集中本地化的管理效益和效率。

為配合集團的店舖擴張計劃，集團於上半年已為8間分店進行店內裝修及陳列升級工程，矢志進一步提升其整體形象。我們的產品採購團隊也將持續引入國內外具實力品牌，亦將會配合當地頂級潮流產品，同時精簡產品數目，以提升產品組合的競爭力 and 整體的營運效益。

與此同時，集團會加快發展中國內地的O2O融合，靈活地利用微信小程序的海淘跨境特性，快速地豐富中國內地零售業務的產品組合，為顧客提供全面優質O2O無縫貼心服務。此舉可有利吸引新客戶到莎莎中國內地的客戶群，提升現有顧客的回購率和忠誠度，並提升中國內地美容顧問的佣金收入，加強整體競爭力(詳情請參考「展望與應對策略」的「線上業務」的部分)。

## Management Discussion & Analysis 管理層討論及分析

### Malaysia

Following the easing of the strict lockdown measures under the movement control orders since October, the Malaysian government is moving towards the “living with COVID-19” strategy. As such, the Group believes that this will support the recovery of local economy and retail industry, while steady improvements in Sa Sa’s business are also anticipated.

The Group remains prudent towards store opening in near term and continuously optimises existing store network. In addition to enhancing our local online shopping platforms, we will introduce new and popular items and adjust product mix in a timely manner, while also attracting customer traffic and boost sales with appealing promotions.

### FY2021/22 Q3 Operational Sales Data

For the third quarter from 1 October to 14 November 2021, the Group’s retail and wholesale turnover increased by 1.4% as compared to the previous period. The year-on-year changes of retail sales and same store sales are shown in the table below.

### 馬來西亞

馬來西亞當局10月起宣佈放寬旅遊限制，邁向「與病毒共存」模式，集團相信有助當地的經濟和零售業復甦，而莎莎的業務亦會穩步改善。

集團短期內對開設新店持審慎的態度，繼續優化現有店舖網絡。除了加強當地的網購平台之外，集團會引入熱銷的新產品，適時調整產品組合，並透過具吸引力的宣傳推廣，以吸引顧客人流及促進銷售。

### 2021/22財政年度第三季營運銷售數據

由2021年10月1日至11月14日的第三季，集團的零售和批發營業額較去年同期上升1.4%。零售額和同店銷售額的按年變動顯示如下：

In local currencies 以當地貨幣計算	YoY Change (%) 按年變動 (%)	
	Retail Sales 零售銷售	Same Store Sales 同店銷售
Hong Kong & Macau SARs 香港及澳門特區	-2.6%	0.5%
• Hong Kong SAR • 香港特區	15.9%	23.4%
• Macau SAR • 澳門特區	-33.5%	-37.7%
Mainland China 中國內地	-9.4%	-24.5%
Malaysia 馬來西亞	9.2%	5.5%
Online Business 線上業務	20.4%	-
Group Turnover 集團營業額	1.4%	-

## Human Resources

As at 30 September 2021, the Group had close to 3,100 employees. The Group's staff costs for the six months ended 30 September 2021 were HK\$329.7 million.

## Financial Review

### Capital Resources and Liquidity

As at 30 September 2021, the Group's total equity funds amounted to HK\$1,148.7 million including reserves of HK\$838.4 million. The Group continued to maintain a strong financial position with cash and bank balances of HK\$286.4 million supplemented by bank lines. The Group's working capital amounted to HK\$549.8 million. After taking into account the anticipated cash flows used in the Group's operations, the pace of recovery from the COVID-19 pandemic and the continued availability of the Group's banking facilities, the Group has adequate liquidity and financial resources to meet its working capital requirements in the next twelve months from the balance sheet date.

During the period, the majority of the Group's cash and bank balances were in Hong Kong dollar, Malaysian Ringgit, Macau Pataca, Renminbi, US dollar and Swiss Franc and deposited in reputable financial institutions with maturity dates falling within a year. This is in line with the Group's treasury policy to maintain liquidity of its funds and continue to contribute a relatively stable yield to the Group.

### Financial Position

Total funds employed (representing total equity) as at 30 September 2021 were HK\$1,148.7 million, representing a 13.6% decrease over the funds employed of HK\$1,330.1 million as at 31 March 2021.

The gearing ratio, defined as the ratio of total borrowings to total equity, was 1.6% as at 30 September 2021. The Group had no borrowings as at 31 March 2021.

### Treasury Policies

It is the Group's treasury management policy not to engage in any highly leveraged or speculative derivative products. In this respect, the Group continued to adopt a conservative approach to financial risk management with no significant borrowings during the period. Most of the assets, receipts and payments of the Group are denominated either in Hong Kong dollar, US dollar, Euro or Renminbi. Based on purchase orders placed, the Group enters into forward foreign exchange contracts with reputable financial institutions to hedge against foreign exchange exposure arising from non-Hong Kong dollar or non-US dollar denominated purchases. These hedging policies are regularly reviewed by the Group.

## 人力資源

於2021年9月30日，本集團約有接近3,100名僱員。本集團於截至2021年9月30日止六個月的員工成本為329.7百萬港元。

## 財務概況

### 資本及流動資金

於2021年9月30日，本集團權益持有人權益總額為1,148.7百萬港元，其中包括838.4百萬港元之儲備金。現金及銀行結存累積達286.4百萬港元加上銀行融資額，本集團繼續維持穩健財務狀況。本集團營運資金為549.8百萬港元。顧及本集團營運中使用的預期現金流，從新冠病毒復甦的步伐及持續可動用的銀行融資額，本集團有充裕財務資源以應付由結算日起計的12個月內的營運資本。

於期內，本集團大部分現金及銀行結存均為港元、馬來西亞馬幣、澳門幣、人民幣、美元及瑞士法郎，並以一年內到期之存款存放於信譽良好的金融機構。此與本集團維持其資金之流動性之庫務政策相符，並將繼續對本集團帶來穩定收益。

### 財務狀況

於2021年9月30日之運用資金總額(等同權益總額)為1,148.7百萬港元，較2021年3月31日之運用資金額1,330.1百萬港元下降13.6%。

於2021年9月30日，槓桿比率(定義為總借貸與總權益之比例)為1.6%，在2021年3月31日，集團並沒有借貸。

### 庫務政策

本集團之理財政策是不參與高風險之投資或投機性衍生工具。期內，本集團於財務風險管理方面繼續維持審慎態度，並無重大銀行借貸。本集團大部分資產、收款及付款均以港元、美元、歐元或人民幣計值。根據已下了的採購訂單，本集團與信譽良好的金融機構簽下遠期外匯合約，藉此對沖非港元或非美元進行之採購。本集團會定期檢討對沖政策。

## Management Discussion & Analysis 管理層討論及分析

### Charge on Group Assets

As at 30 September 2021, land and buildings with carrying value amounted to HK\$85.8 million (31 March 2021: Nil) was pledged for banking facilities made available to the Group.

### Contingent Liabilities

The Group had no significant contingent liability as at 30 September 2021.

### Capital Commitments

As at 30 September 2021, the Group had total capital commitments in respect of acquisition of property, plant and equipment of HK\$5.4 million.

### Conclusion

The COVID-19 pandemic has undoubtedly taken the world by storm, while upending all business ecologies, bringing both risks and opportunities. Sa Sa has adopted a host of diversified reform measures by continuously implementing stringent cost control measures, expanding the revenue base of our businesses and optimising our cost structure. All these measures will facilitate us to survive in this changing and challenging market and to pave way for restoring profitability in the future.

Nearly two years of sustained social distancing measures have led to behavioural changes in our daily lives and acceleration of digitalised shopping habits. The Group strives to demonstrate its adaptability during this transformation to cater for the changing consumption habits. The initiatives include actively investing in the development of online business, especially social commerce which gives full play to the strength of Sa Sa's professional beauty consultant team, accelerating the integration of online and offline operations, thereby creating seamless O2O shopping experience for our customers and effectively improving our overall operational efficiency.

Looking ahead, we expect that retail sector will continue to operate in an arduous environment in the face of more and more prevalent external uncertainties, the Group will ceaselessly bolster its foundation through various measures with the aim to build stronger resilience to adversity and mitigate overall negative consequences induced from the instability of a single market on the Group. Sa Sa will adhere to its pragmatic and flexible approach when striding into new retail model, thereby laying a solid foundation in its development for long term value creation for stakeholders.

### 本集團資產之抵押

於2021年9月30日，本集團於財務機構已作抵押予銀行融資的土地及樓宇賬面價值為85.8百萬港元（2021年3月31日：無）。

### 或然負債

本集團於2021年9月30日並無重大或然負債。

### 資本承擔

於2021年9月30日，本集團於購買物業、機器及設備的資本承擔合共5.4百萬港元。

### 結語

新冠疫情無疑為全球帶來巨大衝擊，同時改變各行各業的生態環境，帶來危與機。莎莎已採取多元的變革措施，持續執行嚴謹的成本控制，擴闊業務收益的基礎及優化成本架構，以助集團於當前正在變化的艱難市場中存活下來，並為未來重踏盈利之路而努力。

歷時接近兩年的社交距離措施造就新的日常生活模式，消費模式更趨數碼化，集團致力在轉變中展現適應力，以應對多變的消費習慣，包括積極投放資源發展線上業務，尤其是能發揮莎莎專業美容顧問團隊優勢之社交商貿，加快推動線上和線下營運的融合工作，為顧客締造無縫貼心的O2O購物體驗，並改善集團整體的營運效益。

展望未來，縱然零售經營仍面對諸多挑戰，以及外圍環境充滿越來越多不確定因素，集團將持續透過多方措施增強業務基礎，提升集團面對逆境的抗逆力，盡量減低單一市場不穩對集團整體所帶來的負面影響。莎莎將以務實態度及靈活多變的方針向新零售模式進發，奠定穩固的發展基礎，為持份者創造長遠的價值。