# **CHINA YOUZAN** ововз.нк Interim Report 2021

A Better Business with Youzan



中國有贊有限公司 CHINA YOUZAN LIMITED

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GEM has been positioned as a market designed to accommodate small and mid-sized companies to which a higher investment risk may be attached than other companies listed on the Main Board of the Stock Exchange. Prospective investors should be aware of the potential risks of investing in such companies and should make the decision to invest only after due and careful consideration.

Given that the companies listed on GEM are generally small and mid-sized companies, there is a risk that securities traded on GEM may be more susceptible to high market volatility than securities traded on the Main Board and no assurance is given that there will be a liquid market in the securities traded on GEM.

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This report, for which the directors (the "Directors") of China Youzan Limited (the "Company", together with its subsidiaries, the "Group", "Youzan" or "We") collectively and individually accept full responsibility, includes particulars given in compliance with the Rules Governing the Listing of Securities on GEM of the Stock Exchange (the "GEM Listing Rules") for the purpose of giving information with regard to the Company. The directors, having made all reasonable enquiries, confirm that to the best of their knowledge and belief the information contained in this report is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make this report or any statement herein misleading.



# China Youzan Limited

## 中國有贊有限公司

(Incorporated in Bermuda with limited liability)

(Stock Code: 8083)

### HIGHLIGHTS

For the six months ended 30 June 2021, the Group recorded a revenue of approximately RMB803,399,000, representing a decrease of 2.5% compared to the same period of last year (Re-presented). Of which, the revenue from subscription solutions was approximately RMB507,808,000, representing an increase of 6.8% compared to the same period of last year (Re-presented), and the revenue from merchant solutions was approximately RMB289,258,000, representing a decrease of 15.2% compared to the same period of last year (Re-presented).

For the six months ended 30 June 2021, the Group recorded a gross profit of approximately RMB487,402,000, representing an increase of 1.2% compared to the same period of last year (Re-presented). Of which, the gross profit of subscription solutions was approximately RMB380,673,000, representing an increase of 6.3% compared to the same period of last year (Re-presented), and the gross profit of merchant solutions was approximately RMB106,273,000, representing a decrease of 12.4% compared to the same period of last year (Re-presented).

For the six months ended 30 June 2021, the Group's gross profit margin increased from 58.4% (Re-presented) in the same period of last year to 60.7% for the current period. Of which, the gross profit margin of subscription solutions decreased from 75.3% in the same period of last year (Re-presented) to 75.0% for the current period, and the gross profit margin of merchant solutions increased from 35.6% in the same period of last year (Re-presented) to 36.7% for the current period.

The Group recorded an operating loss of approximately RMB449,519,000 for the six months ended 30 June 2021, representing an increase in loss of 87.3% when compared to an operating loss of approximately RMB239,955,000 for the same period in last year.

For the three months ended 30 June 2021, the Group recorded a revenue of approximately RMB386,125,000, representing a decrease of 14.4% compared to the same period of last year. For the three months ended 30 June 2021, gross profit margin increased from 59.8% in the same period of last year to 62.7% in the current period.

As at 30 June 2021, the Group had a total of approximately RMB1,125,095,000 cash and cash equivalents and the current ratio was at 1.08 times.

The board of directors (the "Board") does not recommend the payment of interim dividend for the six months ended 30 June 2021.

### FINANCIAL RESULTS

The Board of the Company announces the unaudited consolidated results of the Group for the three months and the six months ended 30 June 2021 (the "reporting period") together with the comparative unaudited figures for the corresponding periods in 2020 (Re-presented) as follows:

# CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS

		ended	months 30 June	ended	ionths 30 June
	Notes	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000 (Re-presented)	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000 (Re-presented)
Revenue Cost of sales	4	386,125 (143,844)	450,944 (181,400)	803,399 (315,997)	823,957 (342,479)
Gross profit Investment and other income Other gains and losses, net Selling expenses Administrative expenses Equity-settled share-based payments Amortisation of intangible assets Other operating expenses	5	242,281 16,050 (2,527) (228,554) (78,387) (12,199) (31,207) (160,155)	269,544 20,926 16,147 (178,256) (59,512) (15,784) (47,904) (101,251)	487,402 36,817 (2,680) (438,549) (148,986) (25,087) (61,665) (296,771)	481,478 39,234 16,199 (339,975) (104,646) (33,112) (96,440) (202,693)
Loss from operations Finance costs Share of profits/(losses) of associates Fair value change in financial assets at fair value through profit or loss ("FVTPL")		(254,698) (5,610) 265 3,705	(96,090) (7,995) (3,104)	(449,519) (11,235) 116 3,705	(239,955) (15,987) 1,934
Loss before taxation Income tax credit	8	(256,338) 54,461	(107,189) 9,324	(456,933) 86,880	(254,008) 23,859
Loss for the period	9	(201,877)	(97,865)	(370,053)	(230,149)
Attributable to: Owners of the Company Non-controlling interests		(107,617) (94,260)	(44,995) (52,870)	(198,746) (171,307)	(119,885) (110,264)
		(201,877)	(97,865)	(370,053)	(230,149)
Loss per share (express in RMB per share) – basic – diluted	11	(0.0063) N/A	(0.0028) N/A	(0.0116) N/A	(0.0076) N/A

# CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Three months ended 30 June		Six mo ended 30	
	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000
Loss for the period	(201,877)	(97,865)	(370,053)	(230,149)
Other comprehensive income: Item that will not be reclassified to profit or loss: Fair value changes of equity instruments at fair value through other comprehensive income ("FVTOCI") Item that may be reclassified to profit or loss:	3,925	_	3,925	_
Exchange differences on translating foreign operations	(8,759)	5,772	(7,177)	8,025
Other comprehensive income for the period, net of tax	(4,834)	5,772	(3,252)	8,025
Total comprehensive income for the period, net of tax	(206,711)	(92,093)	(373,305)	(222,124)
Attributable to: Owners of the Company Non-controlling Interests	(112,538) (94,173)	(40,556) (51,537)	(200,818) (172,487)	(106,225) (115,899)
	(206,711)	(92,093)	(373,305)	(222,124)

# CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Note	As at 30 June 2021 (Unaudited) RMB'000	As at 31 December 2020 (Audited) RMB'000
Non-current assets Property, plant and equipment Right-of-use assets Long term deposits Goodwill Intangible assets Investments in associates Capitalised contract costs Loans to employees Deferred tax assets Financial assets at FVTOCI Financial assets at FVTPL Earnest money paid for potential investments	12 13	68,436 231,303 4,795 1,963,409 1,378,245 5,286 28,349 3,150 272,054 128,498 253,247 52,000	64,705 240,853 3,209 1,963,409 1,439,645 3,170 24,464 2,650 195,705 117,024 
		4,388,772	4,104,834
<b>Current assets</b> Inventories Trade receivables Prepayments, deposits and other receivables Capitalised contract costs Amount due from a non-controlling shareholder of subsidiaries Amount due from a related company Current tax assets Time deposits Restricted bank balances Balances with central bank Bank and cash balances	14 15 16	1,828 2,635 409,810 157,137 260 463 174 120,000 4,603 3,852,443 1,004,252	1,384 1,821 806,109 170,796 260 452 772 58,414 5,340,582 1,727,056
Current liabilities		5,553,605	8,107,646
Trade payables Accruals and other payables Amounts due to non-controlling shareholders of subsidiaries Contract liabilities Lease liabilities Settlement obligations Current tax liabilities	17	2,800 491,673 291 618,050 29,940 3,998,366 869	4,396 620,918 256 611,236 19,170 5,802,001 869
		5,141,989	7,058,846

	Note	As at 30 June 2021 (Unaudited) RMB'000	As at 31 December 2020 (Audited) RMB'000
Net current assets		411,616	1,048,800
Total assets less current liabilities		4,800,388	5,153,634
<b>Non-current liabilities</b> Contract liabilities Lease liabilities Deferred tax liabilities		55,870 222,413 233,524 511,807	56,371 223,091 244,073 523,535
NET ASSETS		4,288,581	4,630,099
<b>Capital and reserves</b> Equity attributable to owners of the Company Share capital Reserves	18	145,036 3,541,118	144,981 3,713,814
		3,686,154	3,858,795
Non-controlling interests		602,427	771,304
TOTAL EQUITY		4,288,581	4,630,099

# CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	As at 1 January 2021 RMB′000	Movements (Unaudited) RMB′000	As at 30 June 2021 (Unaudited) RMB'000
Share capital Share premium account Share option reserve Shares held for Share Award Scheme Share Award Scheme reserve Capital reserve Statutory reserve Exchange reserve General reserve Financial assets at FVTOCI reserve Subsidiary's treasury share reserve Accumulated losses	144,981 6,093,115 33,492 (75,524) 50,067 (620,234) 8,060 (15,710) - (57,812) (7) (1,701,633)	55 5,309 7,476 12,052 4,245 (1,332) - (4,109) 291 2,037 - (198,665)	145,036 6,098,424 40,968 (63,472) 54,312 (621,566) 8,060 (19,819) 291 (55,775) (7) (1,900,298)
Total attributable to owners of the Company Non-controlling interests	3,858,795 771,304	(172,641) (168,877)	3,686,154 602,427
Total equity	4,630,099	(341,518)	4,288,581
	As at 1 January 2020 RMB'000	Movements (Unaudited) RMB'000	As at 30 June 2020 (Unaudited) RMB'000
Share capital Share premium account Share option reserve Shares held for Share Award Scheme Share Award Scheme reserve Warrant reserve Capital reserve Statutory reserve Exchange reserve Financial assets at FVTOCI reserve Subsidiary's treasury share reserves Accumulated losses	128,665 5,025,838 64,334 (136,589) 78,335 774 (59,517) 8,060 74,027 (56,304) (7) (1,469,148)	16,073 1,042,780 (41,449) 30,838 (18,062) (774) (48,048) - 13,660 950 - (59,050)	144,738 6,068,618 22,885 (105,751) 60,273 (107,565) 8,060 87,687 (55,354) (7) (1,528,198)
Total attributable to owners of the Company Non-controlling interests	3,658,468 240,579	936,918 151,573	4,595,386 392,152
Total equity	3,899,047	1,088,491	4,987,538

## CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

	For the six ended 30	
	2021	2020
	(Unaudited)	(Unaudited)
	RMB'000	RMB'000
Net cash (used in)/generated from operating activities	(355,011)	83,754
Net cash used in investing activities	(267,086)	(32,273)
Net cash generated from financing activities	2,293	1,043,782
Net (decrease)/increase in cash and cash equivalents	(619,804)	1,095,263
Effect of foreign exchange rate changes	(6,631)	8,042
Cash and cash equivalents at beginning of period	1,751,530	746,194
Cash and cash equivalents at the end of period	1,125,095	1,849,499

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Notes:

#### 1. General information and basis of presentation

The Company was incorporated in Bermuda with limited liability. The address of its registered office is Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM10, Bermuda. The address of its principal place of business is Unit 2708, 27/F, The Center, 99 Queen's Road Central, Hong Kong. The Company's shares are listed on the GEM of The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

The functional currency of the Company is Hong Kong Dollars ("HK\$") and accordingly, the condensed consolidated financial statements of the Group was presented in Renminbi ("RMB"). The directors of the Company considered presenting the Group's condensed consolidated financial results and financial position in RMB can reflect more closely of the Group's business operations and its business environment.

For the purpose of presenting the condensed consolidated financial statement of the Group in RMB, the assets and liabilities for the condensed consolidated statement of financial position are translated into RMB at the closing rate at the respective reporting dates. Income and expenses for the condensed consolidated statement of profit or loss and other comprehensive income are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during the period, in which case, the exchange rates prevailing at the dates of transactions are used. Share capital, share premium and other reserves are translated at the exchange rate at the date when the respective amounts were determined. The non-controlling interests presented in the condensed consolidated statement of financial position are translated into RMB at the closing rate at the respective reporting dates.

These condensed consolidated financial statements have been prepared in accordance with Hong Kong Accounting Standard 34 "Interim Financial Reporting" issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA") and the applicable disclosures required by the Rules Governing the Listing of Securities on GEM of The Stock Exchange of Hong Kong Limited.

The condensed consolidated financial statements should be read in conjunction with the 2020 annual financial statements. The accounting policies (including the significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty) and methods of computation used in the preparation of the Financial Information are consistent with those used in the annual financial statements for the year ended 31 December 2020.

## 2. Adoption of new and revised Hong Kong Financial Reporting Standards ("HKFRSs")

The accounting policies applied in these financial statements are the same as those applied in the Group's consolidated financial statements as at and for the year ended 31 December 2020. In the current period, the Group has adopted all the new and revised HKFRSs issued by the HKICPA that are relevant to its operations and effective for its accounting year beginning on 1 January 2021 but they do not have a material effect on the Group's financial statements.

A number of new standards and amendments to standards are effective for annual periods beginning after 1 January 2021 and earlier application is permitted. The Group has not early adopted any of the forthcoming new or amended standards in preparing these condensed consolidated interim financial statements.

#### 3. Fair value measurements

The carrying amounts of the Group's financial assets and financial liabilities as reflected in the condensed consolidated statement of financial position approximate their respective fair values.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The following disclosures of fair value measurements use a fair value hierarchy that categorises into three levels the inputs to valuation techniques used to measure fair value:

- Level 1 inputs: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
- Level 2 inputs: inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 inputs: unobservable inputs for the asset or liability.

The Group's policy is to recognise transfers into and transfers out of any of the three levels as of the date of the event or change in circumstances that caused the transfer.



#### (a) Disclosures of level in fair value hierarchy: At 30 June 2021

				Total
	Fair valu Level 1	ie measuremei Level 2	nts using: Level 3	30 June 2021
	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)
	RMB'000	RMB'000	RMB'000	RMB'000
Recurring fair value				
measurements:				
Financial assets				
Financial assets at FVTOCI – unlisted equity securities	-	-	128,498	128,498
Financial assets at FVTPL – unlisted equity securities Financial assets at FVTPL – preferred shares	-	-	10,733	10,733
		-	242,514	242,514
		-	381,745	381,745
At 31 December 2020				
				Total
	Fair valu	le measuremer	nts using:	31 December
	Level 1	Level 2	Level 3	2020
	(Audited)	(Audited)	(Audited)	(Audited)
	RMB'000	RMB'000	RMB'000	RMB'000
Recurring fair value measurements:				
Financial assets				
Financial assets at FVTOCI – unlisted equity securities		_	117,024	117,024

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	Financial assets at FVTPL – unlisted equity securities (Unaudited) RMB'000	Financial assets at FVTPL - preferred shares (Unaudited) RMB'000	Financial assets at FVTOCI – unlisted equity securities (Unaudited) RMB'000	<b>Total</b> (Unaudited) RMB'000
At 31 December 2020 (Audited) and			117.024	117.004
1 January 2021	-	-	117,024	117,024
Acquisition and capital contribution				
<ul> <li>cash consideration paid for the period</li> <li>earnest money paid in the year ended</li> <li>31 December 2020 and recognised</li> </ul>	10,620	178,750	7,922	197,292
as investment during the period	-	50,000	-	50,000
- payable for the period	-	10,345	-	10,345
Fair value change during the period	113	3,592	3,925	7,630
Exchange difference	-	(173)	(373)	(546)
At 30 June 2021 (Unaudited)	10,733	242,514	128,498	381,745

#### (b) Reconciliation of assets measured at fair value based on Level 3:

#### (c) Disclosure of valuation process used by the Group and valuation techniques and inputs used in fair value measurements at 30 June 2021:

The Group's financial controller is responsible for the fair value measurements of assets and liabilities required for financial reporting purposes, including level 3 fair value measurement. The financial controller reports directly to the Board of Directors for these fair value measurements. Discussions of valuation processes and results are held between the financial controller and the Board of Directors at least twice a year.

For level 3 fair value measurements, the Group had engaged an external valuation expert on 31 December 2020 with the recognised professional qualifications and recent experience to perform valuation.



## Level 3 fair value measurements – Unlisted equity securities classified as financial assets at FVTOCI

Description	Valuation technique	Unobservable inputs	Parameters	Effect on fair value for increase of inputs	Fair v	value
					As at 30 June 2021 (Unaudited) RMB'000	As at 31 December 2020 (Audited) RMB'000
Haier Consumer Finance Co., Ltd.	Market multiples with an adjustment of discount for lack of marketability	Lack of marketability discount ("DLOM")	25.08%	Decrease	74,670	74,670
Guang Holdings Limited	Guideline transaction method	Volatility	60.07%	Increase	41,981	42,354
Hangzhou All-In Technology Co., Ltd	Market multiples with an adjustment of DLOM	Enterprise value to sales multiple ("EV/S")	10.50x	Increase	11,847	N/A
,		DLOM	17.33%	Decrease		

Level 3 fair value measurements – Financial assets at FVTPL

Description	Valuation technique	Unobservable inputs	Parameters	Effect on fair value for increase of inputs	Fair	value
					As at 30 June 2021 (Unaudited) RMB'000	As at 31 December 2020 (Audited) RMB'000
Unlisted equity securities: Zhengzhou Xindajiean Information Technology Co., Ltd.	Market multiples with an adjustment of DLOM	EV/S	8.75x	Increase	10,733	N/A
Preferred Shares: Shanghai Burgeon Software Technology	Market multiples with an adjustment of DLOM	DLOM EV/S	27.83% 5.10x	Decrease Increase	215,760	N/A
Co., Ltd.	Market multiples with an adjustment of DLOM	DLOM EV/S	19.29% 7.66x	Decrease Increase	26,754	N/A
		DLOM	16.70%	Decrease		

#### 4. Revenue

#### (a) Disaggregation of revenue

Disaggregation of revenue from contracts with customers by major products or service line for the period is as follows:

	For the three months ended 30 June 2021 2020 (Unaudited) (Unaudited) RMB'000 RMB'000 (Re-presented)			ix months 30 June 2020 (Unaudited) RMB'000 (Re-presented)
Revenue from contracts with customers within the scope of HKFRS 15				
Subscription solutions Merchant solutions	250,796	262,476	507,808	475,378
(note (i))	132,547	183,969	289,258	340,921
Others	2,782	4,499	6,333	7,658
	386,125	450,944	803,399	823,957

- (i) Merchant solutions include transaction fee of approximately nil and RMB21,603,000 (Three months ended 30 June 2020: RMB42,594,000 and six months ended 30 June 2020: RMB93,260,000) generated from 杭州有 贊科技有限公司 ("Hangzhou Youzan"), a subsidiary of the Group, for the three months ended 30 June 2021 and six months ended 30 June 2021 respectively. Hangzhou Youzan ceased its transaction service in February 2021 and no transaction fee income would be generated afterwards.
- (ii) For the three months ended 30 June 2020 and six months ended 30 June 2020, revenue were disaggregated into three types: (i) SaaS and Extended Services, (ii) transaction fees and (iii) others. The directors of the Company consider the new presentation for the three months ended 30 June 2021 and six months ended 30 June 2021 are more relevant and appropriate for the Group's current development of business. As a result, the corresponding figures are re-presented.





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			Third party payment	r payment								
	General trading	trading	services	ces	Onecomm	omm	Merchan	Merchant services	Others	ers	F	Total
For the six months ended 30 June	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000	2021 (Unaudited) RMB '000	2020 (Unaudited) RMB'000 (Re-presented)	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000	2021 (Unaudited) RMB <sup>'</sup> 000	2020 (Unaudited) RMB'000 (Re-presented)
<b>Primary geographical markets</b> – PRC except Hong Kong		069	138,481	127,877		286	669,407	712,426	3,771	ΝA	811,659	841,279
Segment revenue	'	069	138,481	127,877		286	669,407	712,426	3,771	N/A	811,659	841,279
Intersegment revenue - PRC except Hong Kong	1	ı	(7,044)	(17,322)	ı	ı	(1,216)	1	ı	N/A	(8,260)	(17,322)
Revenue from external customers		069	131,437	110,555		286	668,191	712,426	3,771	N/A	803,399	823,957
Timing of revenue recognition Products transferred at a point in time Dreducts condisions transferred		069	31	500	ı	ı	129,648	128,216	ı	N/A	129,679	129,406
r rouucus and services translerred over time	T	1	131,406	110,055	T	286	538,543	584,210	3,771	N/A	673,720	694,551
Total	'	069	131,437	110,555	'	286	668,191	712,426	3,771	N/A	803,399	823,957

			Third party payment	r payment								
	General trading	trading	services	ces	Onecomm	mm	Merchant	Merchant services	Others	ers	Total	al
For the three months ended 30 June	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB '000	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB'000	(Unaudited) RMB'000
								(Re-presented)				(Re-presented)
Primary geographical markets - PRC except Hong Kong		492	600'02	70,868		286	316,623	386,797	1,851	N/A	388,483	458,443
Segment revenue		492	70,009	70,868		286	316,623	386,797	1,851	N/A	388,483	458,443
Intersegment revenue - PRC except Hong Kong	I	I	(1,754)	(7,499)	I	I	(604)	1	ı	N/A	(2,358)	(7,499)
Revenue from external customers	1	492	68,255	63,369	1	286	316,019	386,797	1,851	N/A	386,125	450,944
Timing of revenue recognition Products transferred at a point in time	I	492	17	494	I	I	64,705	73,407	ı	N/A	64,722	74,393
Products and services transferred over time	ı	ı	68,238	62,875	ı	286	251,314	313,390	1,851	N/A	321,403	376,551
Total		492	68,255	63,369		286	316,019	386,797	1,851	N/A	386,125	450,944

## (b) Transaction price allocated to the remaining performance obligation for contracts with customers

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 30 June 2021 and the expected timing of recognising revenue as follows:

	Subscription solutions At	Subscription solutions At
	30 June	31 December
	2021	2020
	(Unaudited)	(Audited)
	RMB'000	RMB'000
Within 1 year	618,050	611,236
More than 1 year but not more than 2 years	53,928	53,740
More than 2 years	1,942	2,631
	673,920	667,607

#### 5. Investment and other income

		ree months 30 June		ix months 30 June
	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000 (Re-presented)	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000 (Re-presented)
Interest income on:				
Bank deposits	4,194	2,245	8,626	3,679
Central Bank	3,061	3,624	6,335	9,251
Loan to other	-	33	-	65
Financial assets at FVTPL	1,935	912	3,144	1,884
Total interest income	9,190	6,814	18,105	14,879
Government grants	2,650	3,025	3,300	5,635
VAT super-credit	1,580	2,792	9,394	9,233
Compensation income	-	5,327	-	5,327
Others	2,630	2,968	6,018	4,160
	16,050	20,926	36,817	39,234

### 6. Other operating expenses

		ree months 30 June		ix months 30 June
	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000 (Re-presented)	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000 (Re-presented)
Research and development expenditures	160,126	101.091	296,704	202,008
Others	29	160	230,704	685
	160,155	101,251	296,771	202,693

#### 7. Segment information

The Group has five operating segments as follows:

General trading	-	trading of watches and other goods
Third party payment services	-	provision of third party payment services and related consultancy services in the People's Republic of China (the "PRC")
Onecomm	-	provision of third party payment management services and sales of integrated smart Point of Sale ("POS") devices
Merchant services	-	provision of e-commerce platform with a variety of SaaS products and comprehensive services in the PRC through Youzan Technology Inc. (Formerly known as Qima Holdings Ltd.) and its subsidiaries ("Youzan Group"), which owns Youzan WeiMall, Youzan Retail, Youzan Beauty and other SaaS products
Others		a than the stands





	General trading (Unaudited) RMB'000	Third party payment services (Unaudited) RMB'000	Onecomm (Unaudited) RMB'000	Merchant services (Unaudited) RMB'000	Others (Unaudited) RMB'000	Total (Unaudited) RMB'000
For the six months ended 30 June 2021:						
Revenue from external customers	-	131,437	-	668,191	3,771	803,399
Intersegment revenue	-	7,044	-	1,216	-	8,260
Segment profit/(loss)	9	6,273	(4)	(423,397)	(5)	(417,124)
As at 30 June 2021						
Segment assets	3,531	4,099,536	39	2,806,463	23,249	6,932,818
Investments in associates	-	5,286	-	-	-	5,286
	0	Third party		M 1 1		
	General	payment	0	Merchant	Other	Tetel
	trading (Unaudited)	services (Unaudited)	Onecomm (Unaudited)	services (Unaudited)	(Unaudited)	Total (Unaudited)
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
For the six months ended 30 June 2020:						
				(Re-presented)		(Re-presented)
Revenue from external						
customers	690	110,555	286	712,426	N/A	823,957
Intersegment revenue	-	17,322	-	-	N/A	17,322
Segment (loss)/profit	(560)	11,831	323	(222,804)	N/A	(211,210)
As at 31 December 2020	(Audited)	(Audited)	(Audited)	(Audited)	(Audited)	(Audited)
AS at 51 December 2020						
Segment assets	973	5,667,695	43	3,813,134	29,596	9,511,441

Reconciliations of segment revenue and profit or loss:

		ix months 30 June
	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000
Revenue		(Re-presented)
Total revenue of reportable segments	811,659	841,279
Elimination of intersegment revenue	(8,260)	(17,322)
Consolidated revenue	803,399	823,957
Profit or loss		
Total loss of reportable segments	(417,124)	(211,210)
Equity-settled share-based payments	(25,087)	(33,112)
Fair value change in financial assets at FVTPL Unallocated amounts:	3,705	-
Corporate income and expenses, net	(18,427)	(9,686)
Consolidated loss before income tax	(456,933)	(254,008)

#### 8. Income tax credit

Income tax credit has been recognised in profit or loss as follows:

	For the thre ended 3		For the six ended 30	
	2021	2020	2021	2020
	(Unaudited)	(Unaudited)	(Unaudited)	(Unaudited)
	RMB'000	RMB'000	RMB'000	RMB'000
Current tax – the PRC				
Provision for the period	2	-	18	-
Deferred tax	(54,463)	(9,324)	(86,898)	(23,859)
	(54,461)	(9,324)	(86,880)	(23,859)



PRC Enterprises Income Tax ("EIT") has been provided at a rate of 25% for the three months and six months ended 30 June 2021 (Three months and six months ended 30 June 2020: 25%).

No provision for Hong Kong Profits Tax is required since the Group has no assessable profit for the three months and six months ended 30 June 2021 (Three months and six months ended 30 June 2020: Nil).

Tax charge on profits assessable elsewhere have been calculated at the rates of tax prevailing in the countries in which the Group operates, based on existing legislation, interpretation and practices in respect thereof.

One of the Group's subsidiary operating in Hangzhou, the PRC, was recognised as a High and New Technology Enterprise (高新技術企業) on 30 November 2018 and were entitled to enjoy an income tax concession at preferential rate of 15% effective from 1 January 2018 for three years. In order to enjoy the preferential rate of 15%, the subsidiary was required to apply for renewal every three years from first year of approval. The EIT rate was changed from 25% to 15% since the year beginning 1 January 2018. The abovesaid subsidiary is applying renewal and management estimated the possibility of successful renewal is high. After renewal, the abovesaid subsidiary will be entitled to enjoy an income tax concession at preferential rate of 15% effective from 1 January 2021 for three years.

One of the Group's subsidiary operating in Beijing, the PRC, was recognised as a High and New Technology Enterprise (高新技術企業) on 21 October 2020 and were entitled to enjoy an income tax concession at preferential rate of 15% effective from 1 January 2020. In order to enjoy the preferential rate of 15%, the subsidiary was required to apply for renewal every three years from first year of approval. The EIT rate was changed from 25% to 15% since the year beginning 1 January 2020.

#### 9. Loss for the period

Loss for the period was determined after charging/(crediting):

	For the thr ended 3 2021	ee months 30 June 2020		ix months 30 June 2020
	(Unaudited) RMB'000	(Unaudited) RMB'000 (Re-presented)	(Unaudited) RMB'000	(Unaudited) RMB'000 (Re-presented)
Amortisation of				
intangible assets	31,207	47,904	61,665	96,440
Amortisation of capitalised				
contract costs	59,891	55,112	121,573	103,224
Allowance for inventories	-	60	-	60
Allowance for trade				
receivables, net	221	-	221	-
Allowance/(reversal of				
allowance) for				
prepayments, deposit and				
other receivables, net	517	(19,007)	517	(19,007)
Cost of goods sold	1,571	2,811	3,037	3,795
Depreciation of property,				
plant and equipment	5,286	4,793	10,480	9,395
Depreciation of right-of-use				
assets	13,065	10,466	25,496	21,187
Net (gain)/loss on disposals				
of property, plant and				
equipment	(4)	83	(44)	66
Operating lease charges	3,482	2,040	5,148	3,842
Research and development expenditures (included in other operating expenses and equity-settled share-				
based payments)	165,536	105,225	303,937	211,143

#### 10. Interim dividend

The Board does not recommend the payment of an interim dividend for the three months and the six months ended 30 June 2021 (three months and six months ended 30 June 2020: Nil).

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#### 11. Loss per share

The calculation of basic and diluted loss per share is based on the following:

	For the thre ended 3		For the six ended 3	
	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000
Loss				
Loss attributable to owners of the Company, used in the basic and diluted loss per share calculation	(107,617)	(44,995)	(198,746)	(119,885)
	For the thre ended 3	0 June	For the six ended 3	0 June
	2021 (Unaudited) ′000	2020 (Unaudited) '000	2021 (Unaudited) ′000	2020 (Unaudited) '000
Number of shares				
Weighted average number of ordinary shares used in basic loss per share calculation	17,113,323	16,310,027	17,106,556	15,751,271
Effect of dilutive potential ordinary shares arising from share options	165,779	13,077	196,240	N/A
Weighted average number of ordinary shares used in diluted loss per share				
calculation	17,279,102	16,323,104	17,302,796	N/A

For the three months ended 30 June 2021 and 2020, there is no dilutive effect on the loss per share as the exercise of the Company's outstanding share options would result in the decrease in the loss per share.

For the six months ended 30 June 2021, there is no dilutive effect on the loss per share as the exercise of the Company's outstanding share options would result in the decrease in the loss per share.

For the six months ended 30 June 2020, there is no dilutive potential ordinary share arising from share options as the exercise prices of the options exceed the average market price of the Company's ordinary share during the period.

#### 12. Property, plant and equipment

During the six months ended 30 June 2021, the Group acquired property, plant and equipment of approximately RMB14,247,000 (Unaudited) (during the year ended 31 December 2020: approximately RMB23,615,000 (Audited)).

Certain lessors of the leased office premises and staff quarters had not provided the Group with valid title certificates or relevant authorisation documents evidencing their rights to lease the property to the Group. As at 30 June 2021 and 31 December 2020, the carrying amount of leasehold improvements related to these premises was amounted to RMB16,379,000 (Unaudited) and RMB9,557,000 (Audited), respectively.

#### 13. Right-of-use assets

During the six months ended 30 June 2021, the Group additions right-of-use assets of approximately RMB15,966,000 (Unaudited) (during the year ended 31 December 2020: RMB87,204,000 (Audited)).

Certain lessors of the leased office premises and staff quarters had not provided the Group with valid title certificates or relevant authorisation documents evidencing their rights to lease the property to the Group. As at 30 June 2021 and 31 December 2020, the carrying amount of right-of-use assets related to these premises was amounted to RMB61,841,000 (Unaudited) and RMB66,106,000 (Audited), respectively.

#### 14. Trade receivables

The aging analysis of trade receivable, based on the date of invoice and net of allowance is as follow:

	As at 30 June 2021 (Unaudited) RMB′000	As at 31 December 2020 (Audited) RMB'000
0 to 120 days	2,635	1,821

#### 15. Restricted bank balances

	As at 30 June 2021 (Unaudited) RMB′000	As at 31 December 2020 (Audited) RMB'000
For settlement of amounts payable to employees Frozen by a PRC District People's Procuratorate to facilitate legal investigation not related to	843	24,474
the Group	-	30,436
Pledged as security of banking facilities	3,760	3,504
	4,603	58,414

All restricted bank balances were denominated in RMB.

Conversion of the above balances from RMB into foreign currencies and from foreign currencies to RMB is subject to the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations.

#### 16. Bank and cash balances

As at 30 June 2021, no bank balances was exclusively designated for the purpose of fulfilling the Group's settlement obligations (as at 31 December 2020: RMB99,864,000 (Audited)).

Bank and cash balances of the Group deposited with banks in the PRC are denominated in the following currencies:

	As at 30 June 2021 (Unaudited) RMB'000	As at 31 December 2020 (Audited) RMB'000
HK\$ RMB US dollars ("USD")	4,931 368,821 588,963	633 658,616 961,703
	962,715	1,620,952

Conversion of the above balances from RMB into foreign currencies and from foreign currencies into RMB is subject to the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations.

#### 17. Trade payables

The aging analysis of the trade payables, based on the date of receipt of goods, is as follows:

	As at 30 June 2021 (Unaudited) RMB′000	As at 31 December 2020 (Audited) RMB'000
Current to 90 days 91 to 180 days 181 to 365 days Over 365 days	367  2,433	383 - - 4,013
	2,800	4,396

#### 18. Share capital

The number of issued shares of the Company was 17,260,003,617 shares as at 30 June 2021.

The number of issued shares of the Company was 17,260,003,617 shares as at the date of this report.

#### 19. Convertible bonds

As at 30 June 2021 and the date of this report, there were no outstanding convertible bonds.

#### 20. Warrants

As at 30 June 2021 and the date of this report, there were no outstanding warrants.

#### 21. Contingent liabilities

(a) The Group provided transaction services to facilitate the transactions process between merchants and consumers. In connection with provision of such service, Hangzhou Youzan entered into a payment service agreement with Beijing Gaohuitong Commercial Management Co., Ltd. ("Beijing Gaohuitong") (a subsidiary of the Group), pursuant to which Beijing Gaohuitong, a licensed payment company, provided settlement service to the Group's merchants.

As advised by the Group's Legal Advisor, transaction service in the past provided by Hangzhou Youzan ("Past Transaction Service") might be deemed as having engaged in payment activities without licence by the relevant authority in China under Administrative Measures for the Payment Services Provided by Non-Financial Institutions (《非金融機構支付服務管理辦法》) and may give rise to the risk of being required to terminate such practice according to the relevant PRC regulations. Furthermore, according to Measures for Banning Illegal Financial Institutions and Illegal Financial Business Activities (《非法金融機構和非法金融業 務活動取締辦法》) that remain in force during the reporting period, confiscation of illegal gains and administrative fine in the range of one time to five times of any illegal gains from such operation (in case of no illegal gains, administrative fine of RMB100,000 to RMB500,000) could be imposed by the relevant regulatory authorities.



During the six months ended 30 June 2021 and up to date of this report, Hangzhou Youzan had not been determined by the relevant regulatory authorities as engaging in payment activities without licence. In February 2021, Hangzhou Youzan has ceased providing transaction service. The Group's PRC Legal Advisor is of the view that, based on that Hangzhou Youzan ceased providing transaction service and the consultation with the competent regulatory authority, (i) the likelihood that current business operations of Hangzhou Youzan would be penalised for having engaged in unlicensed payment activities is low, and (ii) the likelihood that Hangzhou Youzan would be retrospectively penalised for having engaged in unlicensed payment activities is low.

After considering the Group's Legal Advisor's legal opinion, and given that Hangzhou Youzan has already ceased the transaction service during the period, the Directors are of the opinion that material financial impact to the Group as a result of the Past Transaction Service is not probable.

(b) On 12 October 2020, Hangzhou Youzan and 2 merchants had a legal dispute with a third party for product design infringement. The third party sued for infringement of product design used by the merchants and claimed the merchants and Hangzhou Youzan for damages of RMB2,000,000. Management and the Group's legal department assessed the likelihood of the claim as low and the maximum compensation, if any, could be RMB2,000,000. The Directors are of the opinion that it is not probable that an outflow of economic benefits will be required to settle the case, and therefore disclosed as contingent liabilities.

Save as disclosed above, the Group had no other material contingent liabilities as at 30 June 2021.

#### 22. Capital commitments

Capital commitments contracted for at the end of the reporting period but not yet incurred are as follows:

	As at 30 June	As at 31 December
	2021	2020
	(Unaudited)	(Audited)
	RMB'000	RMB'000
Equity investment in a company	6,787	6,787
Property, plant and equipment	2,103	3,278

Apart from disclosed above, as at 30 June 2021, the Group has committed to acquire interests of an entity subject to the financial performance of the entity for the year ending 31 December 2021. The relevant total commitment of investment is RMB16,800,000. As at 30 June 2021, earnest money of RMB2,000,000 was paid for the arrangement.

#### 23. Related party transactions

(a) In addition to those related party transactions and balances disclosed elsewhere in the condensed consolidated financial statements, the Group had the following material transactions with its related parties during the period:

	For the three months ended 30 June		ended 30 June ended 30 Jun		) June
	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000	2021 (Unaudited) RMB'000	2020 (Unaudited) RMB'000	
Advertising service fee received from a related company (exclude VAT)	_	198	_	198	
Technology services fee paid to a related party	-	-	_	(189)	
Revenue from a related company Dividend income	1,022	1,067	2,184	2,341	
from an associate Loans to a related company during the period	-	-	725	2,538	
<ul> <li>Principal borrowed during the period</li> </ul>	-	-	-	(500)	
<ul> <li>Repayment during the period</li> </ul>	-	_	-	800	
Commission paid to associates Administrative expenses paid to	(1,971)	(593)	(3,344)	(1,074)	
a non-controlling interests	(452)	(787)	(1,081)	(787)	



(b) The remuneration of directors and other members of senior management during the period was as follows:

	For the three months ended 30 June		For the six mor ended 30 Jun	
	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000 (Re-presented)	2021 (Unaudited) RMB′000	2020 (Unaudited) RMB'000 (Re-presented)
Salaries, bonus and allowances Equity-settled share-based	4,429	4,976	9,149	10,318
payments Retirement benefit scheme	2,971	8,020	5,937	16,940
contribution	86	24	182	96
	7,486	13,020	15,268	27,354

#### 24. Comparative figures

Certain comparative figures have been re-presented to conform to the current period's presentation. The new classification of the accounting items are considered to provide a more appropriate presentation of the state of affairs of the Group and provide more relevant information to reflect the Group's nature of assets, liabilities, income and expenses.

### MANAGEMENT DISCUSSION AND ANALYSIS Business Overview

Youzan provides merchants with powerful social network-based SaaS systems with omni-channel operations and integrated new retail solutions, applying PaaS cloud service to create business customization options, while providing extended services such as Youzan Guarantee, Youzan Distribution, Youzan Promotion, etc. We help every merchant who values products and services privatize customer assets, expand internet customer base, improve business efficiency, and help his/her business comprehensively succeed in all aspects.

Our products and services are divided into five core segments: social e-commerce, new retail, beauty industry, education, and global markets. In May 2021, the new retail business of Youzan was upgraded with "Youzan New Retail" as the business brand, which created incremental value for merchants and facilitated the digital upgrading of retail business. Youzan New Retail helps merchants to strengthen their capabilities of omni-channel marketing, private domain operation, transaction conversion and organisational iteration, so as to achieve omni-channel sales growth, effective customer growth, and customer lifetime value growth through Youzan New Retail. Youzan New Retail provides industry solutions for different vertical industries, covering fashion, department store, collection stores, fast-moving consumer goods, intra-city retail and other sectors, which not only consist of system solutions including omni-channel marketing, private domain marketing, online store operation, and offline store operation, but also consist of services solutions including business consulting, operation launching consulting, operation services, data application services and data integration services. In order to enhance our capability to provide integrated solutions for large merchants, we launched the ONE strategy, and cooperated with some system service providers to provide online and offline data integration services for merchants. We provided in-depth services such as consulting, marketing, and customisation for large merchants and launched the K100 plan to accompany the development of 100 industry leaders.

The Gross Merchandise Volume ("GMV") generated by merchants through Youzan's solutions reached RMB48.1 billion in the first half of 2021, representing an increase by 4% as compared to the GMV in the same period of 2020.

As of 30 June 2021, the number of paying merchants was 87,457. The number of new paying merchants was 19,054 in the first half of 2021.

As of 30 June 2021, we have 4,008 employees, with 41% of sales, 36% of product and technology, 16% of service and operation and 7% of management and support.

### **Future Business Strategies**

Our future business plan has been made based on our mission, which is to help every merchant who values products and services achieve success in commerce. To help the merchants achieve success is to help them improve business efficiency and expand the business scale by providing better solutions to satisfy their business needs. We plan to implement the following strategies to strengthen our leadership in the cloud-based commerce services industry:

#### Grow our merchants' sales

We believe that our business value is commensurate with the continued success attained by our merchants and therefore our first growth strategy is to keep helping grow our merchants' sales. The more sales a merchant generates with our products and services, the greater the financial return we would receive in exchange for the value we created for them. We will further review and monitor our merchants' needs, and endeavour to provide them with the most effective and efficient solutions that are tailor-made for their needs. Furthermore, we will further enhance and optimise our service capabilities helping merchants use our products efficiently as well as providing them with constructive advice for their business operations.

#### Grow our merchant base and broaden sales network

We will further increase the size of our merchant base. We believe that we are well-positioned to capitalise the continued growth of the decentralised e-commerce market in China. Merchants of all sizes demand user-friendly and efficient management tools to digitalise their business operations, manage their online customer traffic, as well as integrate their online/offline operations. We will continue to design and launch new solutions and optimise our existing offerings to capitalise these industry trends. In addition, we will further expand our sales network of direct sale team and channel partners, improve our sales and marketing efficiency and increase penetration in more regions with sales potential so that we can achieve further growth.

#### Continuous innovation and expansion of our solution offerings

Leveraging our in-depth industry know-how and proprietary technologies, we will continue to develop new products and services catering to our merchants' evolving needs and pursue cross-sell and up-sell opportunities. As for our subscription solutions, we plan to invest in continuous innovation of our SaaS products and related services helping them better manage their own customer traffic and achieve more efficient digitalised operations. As for our merchants solutions, we will further enhance our understanding of demands of merchants of all sizes in different verticals and provide them with services that align with their business process to meet their ever-increasing operational needs. Furthermore, in light of the emergence and rapid development of live-streaming e-commerce and other potential popular online sales and marketing channel, we will strive to connect our merchants to more online platforms with high customer traffic so as to increase their business opportunities.

*Continue to expand our ecosystem and enhance our capabilities to serve large-scale merchants* 

We will continue to grow and develop our ecosystem by joining forces with our partners to foster the ability to serve large-scale merchants by offering personalised and customised solutions:

- Youzan Cloud platform. We will further enhance and optimise our PaaS capabilities. By enhancing and optimising our Youzan Cloud platform, we are able to make our Youzan App Market available to more third-party developers who are capable to develop and offer more quality applications to enrich our offerings on Youzan App Market. In addition, we will increase our investment in Youzan Cloud platform to strengthen our cloud offerings such as E-commerce Cloud, Retail Cloud, and Marketing Cloud.
- Youzan Service Market. We will further expand the number of third-party service providers clustered around Youzan Service Market. We plan to attract more quality third-party service providers to Youzan Service Market to enrich service offerings for merchants. We will also deepen our relationships with third-party service providers by offering better incentives for quality services, efficient match with particular merchant with service needs, as well as introduction of other business opportunities.

#### Continue to build for the long-term

We are committed to creating long-term value for our merchants and help them to achieve long-term success. As an innovator and pioneer offering state-of-theart cloud-based commerce services solutions, we seek opportunities for strategic partnership with other market players that can create synergies with us, and opportunities for making selective investments or acquisitions to constantly enhance our competence. We believe the strategic partnership or investments could further strengthen our market leadership for the long run and create greater long-term value for our merchants.

### **Financial Review**

#### Revenue

The Group's revenue for the period was approximately RMB803,399,000 (Six months ended 30 June 2020: approximately RMB823,957,000 (Re-presented)), representing a decrease of about 2.5% compared with the same period in 2020, which was mainly attributable to the decrease in revenue from merchant solutions.

The following table sets forth the revenue breakdown by major products or service lines for the period indicated.

	For the six months ended 30 June		
	2021	2020	Changes
	(Unaudited)	(Unaudited)	
	RMB'000	RMB'000	%
		(Re-	
		presented)	
Subscription solutions	507,808	475,378	6.8%
Merchant solutions	289,258	340,921	(15.2%)
Others	6,333	7,658	(17.3%)
Total	803,399	823,957	(2.5%)

#### Subscription Solutions

Revenue from subscription solutions primarily include subscription fees for SaaS products and a per-transaction cloud service fee for each extra order beyond a pre-specified order number threshold that consumers made to such merchants through SaaS products. Revenue generated from subscription solutions increased by 6.8% from approximately RMB475,378,000 (Re-presented) for the six months ended 30 June 2020 to RMB507,808,000 for the reporting period, mainly attributable to the increase in subscription fees for SaaS products which was partially offset by the decrease in cloud service fees.

#### Merchant Solutions

The Group offers merchant solutions which comprise comprehensive value-added services addressing merchant needs that arise in daily operations. Revenue from merchant solutions mainly include transaction service fee charged for transaction service, service fees charged for Youzan Distribution, Youzan Guarantee, as well as Youzanke. Transaction service fee and service fees for Youzan Distribution, Youzan Guarantee and Youzanke are determined with reference to the GMV generated by merchants through solutions.

Revenue from merchant solutions was approximately RMB289,258,000 in the reporting period (Six months ended 30 June 2020: approximately RMB340,921,000 (Re-presented)), representing a decrease of 15.2%, which was primarily due to the decrease in revenue generated from transaction services since Hangzhou Youzan ceased its transaction service in February 2021. Excluding transaction service fees, revenue from other merchant solutions remained stable for the six months period ended 30 June 2021 year over year.

#### Others

Revenue from other businesses was approximately RMB6,333,000 in the reporting period (Six months ended 30 June 2020: approximately RMB7,658,000 (Re-presented)), representing a decrease of 17.3%, mainly due to the decrease in the revenue from providing catering services which were ceased since May 2021.


# Cost

The following table sets forth a breakdown of costs by nature for the periods indicated.

	20	the six mont 021 udited)	ths ended 30 20 (Una	Changes			
	(Ona)	Percentage	(Ond	Percentage			
	RMB'000	(%)	RMB'000 (Re- presented)	(%)	%		
Staff costs	84,776	26.8%	71,290	20.8%	18.9%		
Server and							
SMS costs	55,756	17.6%	49,280	14.4%	13.1%		
Transaction costs	135,418	42.9%	201,119	58.7%	(32.7%)		
Costs of goods sold Depreciation of right-	3,037	1.0%	3,795	1.1%	(20.0%)		
of-use assets Technology services	3,691	1.2%	2,934	0.9%	25.8%		
expenses Contracted customer	2,609	0.8%	4,050	1.2%	(35.6%)		
services expenses	4,906	1.6%	3,136	0.9%	56.4%		
Taxes and surcharges Insurance premium	3,930	1.2%	2,576	0.7%	52.6%		
costs	13,175	4.2%	_	_	N/A		
Others	8,699	2.7%	4,299	1.3%	102.3%		
Total	315,997	100.0%	342,479	100.0%	(7.7%)		

The Group's costs of sales in the reporting period were approximately RMB315,997,000 (Six months ended 30 June 2020: approximately RMB342,479,000 (Re-presented)), representing a decrease of 7.7%, which was mainly because transaction costs decreased by 32.7% from approximately RMB201,119,000 in the same period of last year to approximately RMB135,418,000 in the reporting period, due to Hangzhou Youzan ceased its transaction service in February 2021. Meanwhile the decrease of costs of sales was partially offset by the following factors: (i) staff costs increased by 18.9% from approximately RMB71,290,000 in the same period of last year to RMB84,776,000 in the reporting period due to the increase of personnel caused by business expansion, (ii) insurance premium costs increased by RMB13,175,000 since the Group started to purchase freight insurance from insurance institutions and provide to merchants who registered with Youzan Guarantee from December 2020, and (iii) server and SMS costs increased by 13.1% from approximately RMB49,280,000 in the same period of last year to approximately RMB55,756,000 in the reporting period, primarily attributable to the increase in server usage as a results of business expansion.

### Gross Profit and Gross Profit Margin

The Group recorded a gross profit for the reporting period of approximately RMB487,402,000 (Six months ended 30 June 2020: approximately RMB481,478,000 (Re-presented)), representing an increase of 1.2%, due to the increase of gross profit from subscription solutions which was partially offset by the decrease of gross profit from merchant solutions.



The Group's gross profit margin increased from 58.4% (Re-presented) in the same period of 2020 to 60.7% in the reporting period, which was mainly due to the increase in revenue from subscription solutions and the proportion of subscription solutions that have high gross profit margin. Revenue generated from subscription solutions as a percentage of total revenue increased from 57.7% in the six months ended 30 June 2020 to 63.2% in the six months ended 30 June 2021.

	For 202 (Unaud	1	s ended 30 June 2020 (Unaudited)		
	RMB′000	Gross profit margin (%)	RMB'000 (Re- presented)	Gross profit margin (%)	
Subscription solutions Merchant solutions Others	380,673 106,273 456	75.0% 36.7% 7.2%	358,132 121,289 2,057	75.3% 35.6% 26.9%	
Total	487,402	60.7%	481,478	58.4%	

### Subscription Solutions

The gross profit of subscription solutions for the reporting period was approximately RMB380,673,000 (Six months ended 30 June 2020: approximately RMB358,132,000 (Re-presented)), representing an increase of 6.3%. The increase in gross profit was mainly due to the increase in the revenue of subscription solutions benefitted from higher average revenue per merchant of subscription solutions. The gross profit margin was 75.0% for the reporting period (Six months ended 30 June 2020: 75.3% (Re-presented)) which remained relatively stable.

### Merchant Solutions

The gross profit of merchant solutions for the reporting period was approximately RMB106,273,000 (Six months ended 30 June 2020: approximately RMB121,289,000 (Re-presented)), representing a decrease of 12.4%, which was mainly due to the increase in insurance premium costs since the Group started to purchase freight insurance from insurance institutions and provide to merchants who registered with Youzan Guarantee from December 2020. The gross profit margin increased from 35.6% (Re-presented) in the six months ended 30 June 2021.

### Others

Other gross profit for the reporting period was approximately RMB456,000 (Six months ended 30 June 2020: approximately RMB2,057,000 (Represented)).

#### Expenses and Others

The Group recorded a 29.0% increase compared with the same period in 2020 in selling expenses to approximately RMB438,549,000 (Six months ended 30 June 2020: approximately RMB339,975,000 (Re-presented)). It was mainly due to the increase in sales personnel which led to the increase in sales staff costs, and an increase in channel commission expenses.

The Group recorded a 42.4% increase compared with the same period in 2020 in administrative expenses to approximately RMB148,986,000 (Six months ended 30 June 2020: approximately RMB104,646,000 (Re-presented)). It was mainly due to the increase in management and support personnel which led to the increase in administrative staff costs and the increase in legal and professional fees for the listing application of Youzan Technology Inc..

The Group recorded a 46.4% increase compared with the same period in 2020 in other operating expenses to approximately RMB296,771,000 (Six months ended 30 June 2020: approximately RMB202,693,000 (Re-presented)). It was mainly due to the increase in research and development expenditure since the Group continue to invest significant resources in research and development to enhance technology capabilities.

The Group recorded a 24.2% decrease compared with the same period in 2020 in equity-settled share-based payment to approximately RMB25,087,000 (Six months ended 30 June 2020: approximately RMB33,112,000).

The Group recorded a 6.2% decrease compared with the same period in 2020 in investment and other income to approximately RMB36,817,000 (Six months ended 30 June 2020: approximately RMB39,234,000 (Re-presented)). It was mainly due to the receipt of an one-off compensation income of approximately RMB5,327,000 in the same period in 2020.

The Group recorded other net losses of approximately RMB2,680,000 (Six months ended 30 June 2020: other net gains of approximately RMB16,199,000 (Re-presented)). It was mainly due to the decrease in reversal of allowance for other receivables from approximately RMB19,007,000 in the same period of 2020 to nil in the reporting period.

The Group recorded a 29.7% decrease compared with the same period in 2020 in finance costs to approximately RMB11,235,000 (Six months ended 30 June 2020: approximately RMB15,987,000 (Re-presented)), primarily due to the decrease in interest on other loan which were settled in May 2020, partially offset by the increase in the interest expenses of lease liabilities in relation to leases of office premises.

The Group recorded fair value change in financial assets at FVTPL of approximately RMB3,705,000 (Six months ended 30 June 2020: Nil). Fair value change in financial assets at FVTPL represents fair value changes of investments in Shanghai Burgeon Software Technology Co., Ltd., Techsun Inc. and Zhengzhou Xindajiean Information Technology Co., Ltd. in the six months ended 30 June 2021.

### Dividends

No dividends have been paid or proposed for the three months and six months ended 30 June 2021, nor has any dividend been proposed since the end of the reporting period (Three months and six months ended 30 June 2020: Nil).

### Pledge of Assets

As at 30 June 2021, the Group had no pledge of assets.

### Financial Resources and Liquidity

As at 30 June 2021, the Company had cash and cash equivalents of approximately RMB1,125,095,000 (As at 31 December 2020: approximately RMB1,751,530,000).

As at 30 June 2021, the Company had no bank borrowings (As at 31 December 2020: Nil).

### Foreign Exchange Exposure

Since the Group's operations are mainly located in the PRC, its transactions, monetary assets and liabilities are primarily denominated in Renminbi. The Group monitors its foreign currency risks and will consider hedging significant currency exposures should the need arises.

As most sales are made in Renminbi, no hedging arrangement is made to offset the exposures to fluctuations in exchange rates.

### Employees

As at 30 June 2021, the Group has approximately 4,008 employees (As at 31 December 2020: 3,603). Employees are remunerated according to their performance and work experience. In addition to basic salaries and retirement scheme, staff benefits include performance bonus, share options and share awards etc.. The Directors believe that good quality of its employees is a company asset which affects growth and improves profitability. The Group recognizes the importance of staff training and thus regularly provides internal and external training for its staff to enhance their skills and knowledge.

### **Significant Investment and Acquisition**

- (a) On 19 January 2021, Hangzhou Youzan entered into capital injection agreement and shareholders' agreement with Shanghai Burgeon Software Technology Co. Ltd. and its existing shareholders to confirm the acquisition of 15% new shares. RMB50 million earnest money paid became part of the consideration and the remaining balance of approximately RMB162 million was settled by Hangzhou Youzan on 22 January 2021.
- (b) On 26 February 2021, the Company and BetaCafe Holdings Limited (the "offeror") issued a joint announcement for the (i) proposed distribution ("Distribution") of the shares of Youzan Technology Inc. held by the Company to all shareholders of the Company (such shares are proposed to be listed on the Main Board of the Stock Exchange by way of introduction); and (ii) the taking private of the Company after completion of the Distribution by way of a scheme of arrangement under section 99 of the Companies Act. Details are set forth in the joint announcement ("joint announcement") dated 26 February 2021.
- (c) On 19 May 2021, Hangzhou Youzan entered into an investment intention agreement with Company A for paying RMB50 million refundable earnest money for potential investment. The earnest money was paid on 20 May 2021.

# **Event After the Reporting Period**

On 15 July 2021, the Company and the offeror issued a joint announcement for monthly update on (i) pre-conditional take private proposal for China Youzan Limited by the offeror by way of scheme of arrangement under section 99 of the Companies Act; (ii) proposed distribution in specie of Youzan Technology shares.

Unless otherwise defined, capitalised terms used have the same meanings as defined in the joint announcement and the circular.

Details of the transactions please refer to the Company's announcements dated 26 February, 2021, 19 March 2021, 1 April 2021, 16 April 2021, 19 April 2021, 6 May 2021, 4 June 2021, 15 June 2021 and 15 July 2021; and the Company's circular dated 20 April 2021.

# DIRECTORS' INTEREST IN SHARES

As at the date of this report, the interests or short positions of the Directors in the Shares, underlying shares and debentures of the Company or any associated corporation (within the meaning of Part XV of the SFO) which (i) were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO); or (ii) were required, pursuant to Section 352 of the SFO, to be entered in the register referred to therein; or (iii) were required, pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules relating to securities transactions by Directors to be notified to the Company and the Stock Exchange, were as follows:

# Long position in Shares

	Long Position in Shares Interest in							
Directors	Interest in shares	underlying shares	Total interest in shares	% Shareholding				
Mr. Guan Guisen <i>(Note 1, 2)</i>	411,592,000	-	411,592,000	2.39%				
Mr. Cao Chunmeng	57,420,000	-	57,420,000	0.31%				
Mr. Yan Xiaotian	21,640,000	-	21,640,000	0.13%				
Dr. Fong Chi Wah	1,000,000	-	1,000,000	0.01%				
Mr. Gu Jiawang	1,000,000	-	1,000,000	0.01%				
Mr. Zhu Ning	1,440,601,703 <i>(Note 3)</i> 363,170,101 <i>(Note 4)</i>	100,000,000 <i>(Note 6)</i>	1,903,771,804	11.03%				
Mr. Yu Tao	-	15,000,000 <i>(Note 7)</i>	15,000,000	0.09%				
Mr. Cui Yusong	241,885,127 <i>(Note 5)</i>	20,000,000 <i>(Note 7)</i>	261,885,127	1.52%				
Ms. Ying Hangyan	852,000	15,000,000 <i>(Note 7)</i>	15,852,000	0.09%				

- *Note 1:* The shares are held by Mighty Advantage Enterprises Limited ("Mighty Advantage"). Mighty Advantage is incorporated in the British Virgin Islands and is beneficially owned by Mr. Guan Guisen.
- Note 2: Mr. Guan Guisen resigned as a Director with effect from 17 February 2021.
- *Note 3:* The shares are held by Whitecrow Investment Ltd. ("Whitecrow"). Whitecrow is a company incorporated in the British Virgin Islands with limited liability and is 100% beneficially owned by Mr. Zhu Ning.
- Note 4: The shares are held by Youzan Teamwork Inc. ("Youzan Teamwork"). Youzan Teamwork is a company incorporated in the British Virgin Islands with limited liability. As at 31 December 2020, Youzan Teamwork was owned as to 8% by Mr. Zhu Ning, and 18% by Whitecrow.
- Note 5: The shares are held by V5.Cui Investment Ltd. ("V5.Cui"). V5.Cui is a company incorporated in the British Virgin Islands with limited liability and is 100% beneficially owned by Mr. Cui Yusong.
- *Note 6:* The Company granted the share options under New Share Option Scheme on 9 September 2019, and was approved at the extraordinary general meeting on 14 October 2019. The share options is valid until 30 June 2024 and has an exercise price of HK\$1.00.
- *Note 7:* The Company granted the share options under New Share Option Scheme on 9 September 2019, and was approved at the extraordinary general meeting on 14 October 2019. The share options is valid until 30 June 2024 and has an exercise price of HK\$0.90.

Save as disclosed above, as at the date of this report, none of the Directors of the Company had any interests or short positions in any Shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which (i) were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have under such provisions of the SFO); or (ii) were required, pursuant to Section 352 of the SFO, to be entered into the register referred to therein; or (iii) were required, pursuant to Rules 5.46 to 5.67 of the GEM Listing Rules relating to securities transactions by Directors to be notified to the Company and the Stock Exchange.

# INTERESTS DISCLOSEABLE UNDER THE SFO AND SUBSTANTIAL SHAREHOLDERS

Save as disclosed below, as at the date of this report, there was no other person (other than a director or chief executive officer of the Company) who had any interests and short positions in the shares and underlying shares of the Company as recorded in the register required to be kept under Section 336 of the SFO.

# Long position in Shares

	Long Position in Shares						
Name of Substantial Shareholders	Capacity	Number of interest in shares	% Shareholding				
Whitecrow Investment Ltd. (Note 1)	Beneficial owner	1,440,601,703	8.35%				
Poyang Lake Investment Limited <i>(Note 2)</i>	Beneficial owner	1,036,766,038	6.01%				
Tencent Holdings Limited (Note 2)	Interests of controlled corporation	1,036,766,038	6.01%				
Ward Ferry Management (BVI) Limited	Investment manager	1,218,264,000	7.06%				
UBS Group AG	Interests of controlled corporation	1,175,563,107	6.81%				

- *Note 1:* Whitecrow is a company incorporated in the British Virgin Islands with limited liability and is 100% beneficially owned by Mr. Zhu Ning.
- *Note 2:* Poyang Lake Investment Limited is a wholly-owned subsidiary of Tencent Holdings Limited (Stock Exchange Stock Code: 700), which is deemed to be interested in the Shares held by Poyang Lake Investment Limited for the purpose of the SFO.



# SHARE OPTION SCHEME AND SHARE AWARD SCHEME Share Options Scheme

The Company had one share option scheme adopted on 12 June 2019 (the "Share Option Scheme 2019").

Set out below are the details of movements in the outstanding options granted under the Share Option Scheme 2019 during the period ended 30 June 2021:

### Share Option Scheme 2019

	Position held within the Company	Date of grant	As at 1.1.2021	Grant during the period	Lapsed during the period	Cancelled during the period	Exercise during the period	As at 30.6.2021	Exercise price <i>HK\$</i>	Exercisable from (Note 1)	Exercisable until (Note 1)	Percentage out of total number of issued Shares as at the date of this report approximately (%)
Name of Selecte Directors Mr. Zhu Ning	d Executive Director and chief executive	9.9.2019	100,000,000	-	-	-	-	100,000,000	HK\$1.00	1 July 2020	30 June 2024	0.58
	officer											
Mr. Cui Yusong	Executive Director	9.9.2019	20,000,000	-	-	-	-	20,000,000	HK\$0.90	1 July 2020	30 June 2024	0.12
Mr. Yu Tao	Executive Director	9.9.2019	15,000,000	-	-	-	-	15,000,000	HK\$0.90	1 July 2020	30 June 2024	0.09
Ms. Ying Hangya	n Executive Director	9.9.2019	15,000,000	-	-	-	-	15,000,000	HK\$0.90	1 July 2020	30 June 2024	0.09
Subtotal		9.9.2019	150,000,000	-	-	-	-	150,000,000				0.87
Other employees (include 2 sen management of the Group)		9.9.2019	150,154,000	-	(750,000)	-	(6,600,000)	142,804,000	HK\$0.75	1 July 2020	30 June 2024	0.83
Total			300,154,000	-	(750,000)	-	(6,600,000)	292,804,000				1.70
<i>Note 1:</i> Ve	sting schedule											
1.	luly 2020	25%										
1.	luly 2021	25%										
1.	luly 2022	25%										

25%

1 July 2023

### SHARE AWARD SCHEME

On 31 May 2018 ("Adoption Date"), the Company has adopted the Share Award Scheme ("Share Award Scheme") aimed to recognise the contributions by Eligible Persons and provide them with incentives in order to retain them for continuing operation and development of the Group, and to attract suitable personnel for further development of the Group.

The Share Award Scheme shall be valid and effective for a period of 10 years from the Adoption Date unless early terminated by the Board.

The Board can make award of Shares of the Company to Selected Participants, but must not make any further award of unvested Shares which would result in the number of Shares awarded by the Board under the Share Award Scheme representing 10% or more of the issued Shares from time to time without Shareholders' approval. The maximum number of Shares which may be subject to an award or awards to a selected participant in any 12-month period shall not in aggregate exceed 1% of the issued Shares.

No award shall be made by the Board and no instructions to acquire Shares shall be given by the Board to the Trustee under the Share Award Scheme where any director is in possession of unpublished price-sensitive information in relation to the Group or where dealings by directors are prohibited under any code or requirement of the GEM Listing Rules and all applicable laws from time to time.

Subject to the relevant Share Award Scheme Rules, (1) the Company can issue and allot Shares to the Trustee from time to time under general mandates granted or to be granted by the Shareholders at general meetings of the Company from time to time (unless such issue and allotment of Shares has otherwise been approved by the Shareholders) for future awards; or (2) in case where the Board have selected certain Eligible Person to be Selected Participant(s), the Company shall, as soon as reasonably practicable after the grant date, for the purposes of satisfying the grant of awards, issue and allot Shares to the Trustee under general mandates granted or to be granted by the Shareholders at general meetings of the Company from time to time (unless such issue and allotment of Shares has otherwise been approved by the Shareholders) and/or transfer to the Trust the necessary funds and instruct the Trustee to either (i) subscribe Shares to be issued by the Company or (ii) acquire Shares through on-market transactions at the prevailing market price. The Trustee must hold the Shares until they are vested in accordance with the Share Award Scheme Rules. When the Selected Participant has satisfied all vesting conditions specified by the Board at the time of making the award and become entitled to the Shares forming the subject of the award, the Trustee will transfer the relevant vested Shares to the Selected Participant.



The Trustee shall not exercise any voting rights and powers in respect of any Shares held under the Trust (including, but not limited to, the Awarded Shares, the Returned Shares, any bonus Shares and scrip Shares).

### **First Awards**

During the year ended 31 December 2018, a total of 551,522,400 Awarded Shares ("First Awards") were granted and out of which, none was granted to the directors of the Company. The fair value of the First Awards granted was calculated based on the market price of the Company's Share at the measurement date that all relevant approvals in connection with the GEM Listing Rules requirements were received. The fair value of awarded shares granted was HK\$0.62 per Awarded Share.

### **Second Awards**

On 19 November 2018, the Board announced the granting of another lot of 314,376,000 Awarded Shares and subsequently reduced to 304,247,200 Awarded Shares ("Second Awards") on 24 January 2019, none was granted to the directors of the Company. The Company received all approvals and allotted Second Awards to Trustee on 1 February 2019, but the grantees acceptance were not received until 15 March 2019. Also on 15 March 2019, the Board adjusted the number of Awards Shares previously announced and granted additional 23,064,800 Awarded Shares to 58 grantees using lapsed shares of First Awards and Second Awards held by Trustee in the Trust Fund. The fair value of the Second Awards granted was calculated based on the market price of the Company's Share at the measurement date that all relevant approvals in connection with the GEM Listing Rules requirements and acceptance from the Eligible participants were received. The fair value of Second Awards shares granted was HK\$0.52 per Awarded Share.

On 5 May 2019, the Board passed a resolution to modify the vesting schedule of 80 grantees of Second Awards, which resulted in immediate and full vesting of 154,897,600 Awarded Shares. Other than that there was no other modification of vesting conditions that will results in the acceleration of vesting.

### **Third Awards**

On 21 August 2019, the Board passed a resolution to grant additional 7,814,400 Awarded Shares ("Third Awards") by using the lapsed shares of First Awards and Second Awards held by Trustee in the Trust Fund, of which none was granted to the directors of the Company. The fair value of the Third Awards granted was calculated based on the market price of the Company's Share at the measurement date that all relevant approvals in connection with the GEM Listing Rules requirements and the acceptance of Selected Participants were received. The fair value of Third Awards granted was HK\$0.51 per Awarded Share.

Third Awards granted to Selected Participants are divided into 3 tranches. The first tranche representing 50% of the awards would be vested when the Selected Participant completing 2 years of continuous service to the Group from the date of first day of employment. The second and third tranches each represent 25% of the awards, and would be vested after completing the third year and fourth year of continuous service to the Group, respectively.

### **Fourth Awards**

On 1 July 2020, the Board passed a resolution to grant additional 45,120,000 awarded shares ("Fourth Awards") by using the lapsed shares of First Awards and Second Awards held by the Trustee in the Trust Fund, of which none was granted to the directors of the Company. The fair value of the Fourth Awards granted was calculated based on the market price of the Company's share at the measurement date that all relevant approvals in connection with the GEM Listing Rules requirements and the acceptance of selected participants were received. The fair value of Fourth Awards granted was HK\$1.37 per Awarded Share.

Fourth Awards granted to selected participants are divided into 4 tranches. The first tranche representing 25% of the awards would be vested when the Selected Participant completing 1 year of continuous service to the Group from the date of grant. The second, third and fourth tranches each represent 25% of the awards, and would be vested in the second, third and fourth anniversary from the date of grant, respectively.

# COMPETING INTERESTS

The Directors are not aware of, as at 30 June 2021, any business or interest of each Director, management shareholder and the respective associates of each that competes or may compete with the business of the Group and any other conflicts of interest which any such person has or may have with the Group.



# PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the three months and six months ended 30 June 2021, there were no purchase, sale or redemption by the Company or any of its subsidiaries of the Company's listed securities.

# CODE OF CONDUCT REGARDING SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted a Code of Practice for Securities Transactions by Directors and Designated Employees on terms no less exacting than the required standard of dealings set out in Rules 5.48 to 5.67 of the GEM Listing Rules. The Company has also made specific enquiry of all Directors who have confirmed their compliance with required standard set out in the Securities Code during the three months and six months ended 30 June 2021.

# **BOARD PRACTICES AND PROCEDURES**

The Company has complied throughout the three months and six months ended 30 June 2021 the board practices and procedures as set out in Chapter 5 of the GEM Listing Rules.

# CORPORATE GOVERNANCE AND COMPLIANCE WITH THE CODE ON CORPORATE GOVERNANCE PRACTICES

As at 30 June 2021, the Company has been in compliance with the code provisions set out in the Code on Corporate Governance Practices (the "CG Code") as set out in Appendix 15 of the GEM Listing Rules.

# AUDIT COMMITTEE

The Company has established an audit committee (the "Committee") in compliance with the GEM Listing Rules. The Committee comprises three independent non-executive Directors, namely Dr Fong Chi Wah, Mr Gu Jiawang and Mr Deng Tao. The Committee is chaired by Dr Fong Chi Wah. The primary duties of the Committee are to review and supervise the financial reporting process and internal control systems of the Group.

The Committee has reviewed and assessed the composition of the Group's financial reporting team and was satisfied with the performance of the team.

The Committee is of the opinion that the preparation of the unaudited results for the three months and six months ended 30 June 2021 has complied with applicable accounting standards, the Stock Exchange and legal requirements and that adequate disclosures had been made. The Committee has reviewed the Company's unaudited results for the three months and six months ended 30 June 2021 and the draft of this report, and has provided advice and comments thereon.

By Order of the Board China Youzan Limited Zhu Ning Chairman

Hong Kong, 11 August 2021

As at the date of this report, the Board comprises the following members:

### **Executive Directors**

Mr. Cao Chunmeng Mr. Yan Xiaotian Mr. Zhu Ning Mr. Cui Yusong Mr. Yu Tao Ms. Ying Hangyan

#### Independent Non-executive Directors

Dr. Fong Chi Wah Mr. Gu Jiawang Mr. Xu Yanqing Mr. Deng Tao

This report will remain on the "Latest Company Announcements" page on the GEM website at www.hkgem.com for at least 7 days from the day of its posting and on the website of the Company at www.chinayouzan.com.

