



佐力科創小額貸款股份有限公司 Zuoli Kechuang Micro-finance Company Limited

(A joint stock company incorporated in the People's Republic of China with limited liability)
Stock code: 6866



ANNUAL
REPORT
2024

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DEFINITIONS

In this report, unless the context otherwise requires, the following terms shall have the meanings set out below.

“Acting in Concert Agreement”	an agreement entered into by Mr. Yu Youqiang, Mr. Yu Yin, Mr. Shen Haiying, Mr. Zhang Jianming and Puhua Energy and dated 28 April 2014
“AFR (三農)”	customers engaged in agricultural businesses and/or rural development activities, and/or customers residing in rural areas
“AGM”	an annual general meeting of the Company to be held at Conference Room, 3th Floor, Zuoli Building, No. 399 Deqing Avenue, Wukang Road, Deqing County, Huzhou City, Zhejiang Province, the PRC on Friday, 13 June 2025 at 10:00 a.m.
“Articles of Association”	the articles of association of the Company
“Bangni Fiber”	浙江邦尼耐火纖維有限公司 (Zhejiang Bangni Refractory Fiber Co., Ltd.*)
“Board” or “Board of Directors”	the board of Directors
“Board of Supervisors”	the board of Supervisors
“Chief Financial Controller”	the chief financial controller of the Company
“Companies Ordinance”	the Companies Ordinance, Chapter 622 of the Laws of Hong Kong, as amended, supplemented or otherwise modified from time to time
“Company”, “we”, “us” or “our”	佐力科創小額貸款股份有限公司 (Zuoli Kechuang Micro-finance Company Limited*), a joint stock company incorporated in the PRC with limited liability on 18 August 2011 and converted from our Predecessor Company on 28 April 2014, the H Shares of which are listed on the Hong Kong Stock Exchange (stock code: 6866)
“Controlling Shareholder(s)”	has the meaning ascribed thereto under the Listing Rules and in case of the Company, means Zuoli Holdings, Puhua Energy, Mr. Yu Yin, Mr. Yu Youqiang, Deqing Yintian, Mr. Shen Haiying, Dingsheng Investment and Mr. Zhang Jianming
“CSRC”	the China Securities Regulatory Commission
“Deqing Yintian”	德清銀天股權投資管理有限公司 (Deqing Yintian Equity Investment and Management Company Limited*)
“Dingsheng Investment”	德清鼎盛股權投資管理有限公司 (Deqing Dingsheng Equity Investment and Management Company Limited*)
“Director(s)”	the director(s) of the Company
“Domestic Share(s)”	ordinary share in the capital of the Company, with a nominal value of RMB1.00 each, which are subscribed for and paid up in RMB by PRC nationals and/or PRC-established entities
“Group”	the Company and its subsidiaries

DEFINITIONS

“H Share(s)”	overseas listed foreign shares in the share capital of the Company with nominal value of RMB1.00 each, which are listed on the Hong Kong Stock Exchange
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“Hong Kong Stock Exchange” or “Stock Exchange”	The Stock Exchange of Hong Kong Limited
“Jinhui Micro-finance”	德清金匯小額貸款有限公司 (Deqing Jinhui Micro-finance Company Limited*), a non-wholly owned subsidiary of the Company
“Listing Rules”	The Rules Governing the Listing of Securities on the Hong Kong Stock Exchange, as amended, supplemented or otherwise modified from time to time
“Listing Date”	13 January 2015, the day on which the H Shares became listed on the Hong Kong Stock Exchange
“Model Code”	the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules
“PRC”	the People’s Republic of China, but for the purpose of this annual report and for geographical reference only and except where the context requires, references in this annual report to “China” and the “PRC” do not apply to Taiwan, Macau Special Administrative Region and Hong Kong
“Predecessor Company”	德清佐力科創小額貸款有限公司 (Deqing Zuoli Kechuang Micro-finance Company Limited*), a limited liability company established in the PRC on 18 August 2011 and the predecessor of the Company
“Promoter(s)”	the promoters that established the Company on 28 April 2014. At the time of our establishment, our promoters comprised 6 corporate shareholders and 44 individual shareholders
“Puhua Energy”	德清普華能源股份有限公司 (Deqing Puhua Energy Company Limited*)
“RMB”	Renminbi, the lawful currency for the time being of the PRC
“SFO”	the Securities and Futures Ordinance, Chapter 571 of the Laws of Hong Kong, as amended, supplemented or otherwise modified from time to time
“Share(s)”	Domestic Share(s) and/or H Share(s)
“Shareholder(s)”	holder(s) of the Share(s)
“SME(s)”	small and medium enterprise(s), as defined in the Notice on the Provisions for Classification Standards of Small and Medium-sized Enterprises (關於印發中小企業劃型標準規定的通知)



DEFINITIONS

“Supervisor(s)”	the supervisor(s) of the Company
“Xingyao Micro-finance”	杭州市高新區(濱江)興耀普匯小額貸款有限公司 (Hangzhou High-tech District (Binjiang) Xingyao Pu Hui Micro-finance Co., Ltd.*), a non-wholly owned subsidiary of the Company
“Zuoli Holdings”	佐力控股集團有限公司 (Zuoli Holdings Group Company Limited*)

* For identification purposes only

CORPORATE INFORMATION

DIRECTORS

Executive Directors

Mr. Yu Yin (*Chairman*)
Mr. Zheng Xuegen (*Vice-Chairman*)
Mr. Yang Sheng (*Vice-Chairman*)
Ms. Hu Fangfang

Non-executive Director

Mr. Pan Zhongmin (formerly known as Pan Zhongming)

Independent non-executive Directors

Mr. Chan Kin Man
Mr. Zhao Xuqiang
Ms. Yang Jie

SUPERVISORS

Ms. Zhou Mingwan (*Chairman*)
Mr. Wang Peijun
Mr. Chen Qi

AUDIT COMMITTEE

Mr. Chan Kin Man (*Chairman*)
Mr. Zhao Xuqiang
Ms. Yang Jie

REMUNERATION AND APPRAISAL COMMITTEE

Mr. Zhao Xuqiang (*Chairman*)
Mr. Yu Yin
Mr. Chan Kin Man

NOMINATION COMMITTEE

Ms. Yang Jie (*Chairman*)
Mr. Yu Yin
Mr. Zhao Xuqiang

ESG SUSTAINABLE DEVELOPMENT COMMITTEE

Mr. Yang Sheng (*Chairman*)
Mr. Chan Kin Man
Ms. Hu Fangfang

LOAN APPROVAL COMMITTEE

Mr. Yang Sheng (*Chairman*)
Mr. Zheng Xuegen
Ms. Hu Fangfang

COMPANY SECRETARY

Ms. Ho Wing Yan (*ACG, HKACG(PE)*)

AUTHORISED REPRESENTATIVES

Mr. Yu Yin
Ms. Ho Wing Yan (*ACG, HKACG(PE)*)

REGISTERED OFFICE

No. 399 Deqing Avenue
Wukang Road
Deqing County
Huzhou City
Zhejiang Province
PRC

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

No. 399 Deqing Avenue
Wukang Road
Deqing County
Huzhou City
Zhejiang Province
PRC

CORPORATE INFORMATION

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Suite 2703, 27th Floor, Shui On Centre
6–8 Harbour Road
Wanchai
Hong Kong

COMPANY'S WEBSITE

www.zlkcx.com.cn

STOCK CODE

6866

AUDITOR

KPMG
Certified Public Accountants
Public Interest Entity Auditor
registered in accordance with the
Financial Reporting Council Ordinance

LEGAL ADVISERS

ONC Lawyers (*as to Hong Kong laws*)
Dacheng Law Offices (*Dacheng Shanghai*) (*as to PRC laws*)

H SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
Shops 1712–1716
17th Floor, Hopewell Centre
183 Queen's Road East
Wanchai
Hong Kong

PRINCIPAL BANKER

Shanghai Pudong Development Bank Co., Ltd.
(Huzhou Deqing Sub-branch)
Nos. 720 to 728 Wuyuan Street
Wukang Road, Deqing County
Huzhou City, Zhejiang Province
PRC

FINANCIAL SUMMARY

The following is a summary of assets and liabilities of the Group as at 31 December 2020, 2021, 2022, 2023 and 2024 and of the results of the Group for each of the years ended 31 December 2020, 2021, 2022, 2023 and 2024.

RESULTS

	Year ended 31 December				
	2020 RMB'000	2021 RMB'000	2022 RMB'000	2023 RMB'000	2024 RMB'000
Interest income	304,952	269,629	250,458	236,165	196,354
Profit before taxation	162,072	173,163	132,595	131,091	91,604
Income tax	(44,249)	(45,465)	(35,899)	(34,455)	(26,207)
Profit and total comprehensive income for the year	117,823	127,698	96,696	96,636	65,397
Profit attributable to the equity shareholders of the Company	110,244	116,489	93,340	92,650	62,440
ASSETS AND LIABILITIES					
Total assets	2,604,379	2,651,212	2,787,638	2,657,317	2,578,519
Total liabilities	755,451	722,586	826,116	654,603	537,408
Total equity	1,848,928	1,928,626	1,961,522	2,002,714	2,041,111

CHAIRMAN'S STATEMENT

In 2024, the Company has insisted on the simultaneous promotion of risk prevention and control and business innovation. Adhering to the concept of inclusive + green operation, and relying on its identity of the first green micro-finance company in Huzhou City, the Company has continued to explore green sustainable development. In February 2024, the Company was awarded the Outstanding Local Financial Organization for National Green Finance Reform and Innovation in Huzhou City (湖州市國家綠色金融改革創新優秀地方金融組織) in 2023.

On behalf of the Board, I would like to express my gratitude to our Shareholders and stakeholders who have been following and supporting the development of the Company and all of our employees who have been striving for the best results for the Company. On behalf of the Group, I would like to present to you our operating results for 2024.

Over the past year, in the face of a market environment where regulatory requirements continued to be strengthened, the Company always took risk prevention as the prerequisite, adopted prudent business measures, and insisted on synchronizing business and innovation. In 2024, we granted loans of RMB2,867.29 million in total and recorded interest income of RMB196.35 million, net profit of RMB65.40 million, and profit attributable to the equity shareholders of the Company of RMB62.44 million, basically achieving risk control and maintaining profitability.

Meanwhile, the Company remained steadfast in pursuing transformation towards a green and sustainable development model, actively exploring the green market and innovating green products. As of 31 December 2024, the balance of the Company's green loans amounted to approximately RMB797 million, representing approximately 30.2% of the balance of total loans, up by approximately 5 percentage points as compared to that of the previous year, which reached the full-year target set for the green finance business. In addition, the Company continued to deepen its cooperation with international investors in the field of foreign bond, and continued to obtain financial and technological support to gradually improve its Environmental and Social Management System (ESMS). At the same time, the Company has established the ESG Sustainable Development Committee under the Board to provide institutional protection for the realization of its sustainable development strategy.

Looking forward to 2025, the Company will always uphold the original inspiration of inclusive finance, continue to adhere to the green development strategy, strengthen risk control, and operate steadily, while continuing to strengthen system construction and internal capacity building to meet the need of business development. In addition, as the first green micro-finance company in Huzhou City, the Company will summarize its past successful experience, take on the green mission, and strive to build the Company into a green and inclusive regional financial organization with strong influence in sustainable finance.

佐力科創小額貸款股份有限公司
(Zuoli Kechuang Micro-finance Company Limited*)
Yu Yin
Chairman

18 March 2025

* For identification purpose only

MANAGEMENT DISCUSSION AND ANALYSIS

INDUSTRY OVERVIEW

We carried out our microfinance business in the PRC, and our business is mainly conducted in Deqing County, Huzhou City and Binjiang District, Hangzhou City, the Zhejiang Province, where the main market share comes from Deqing County. Zhejiang province is the important birthplace of President Xi Jinping's thought on ecological civilisation, and according to the Opinion on Supporting the High Quality Development and the Construction of a Common Prosperity Demonstration Zone in Zhejiang (《關於支持浙江高質量發展建設共同富裕示範區的意見》) issued by the State Council in May 2021, Zhejiang Province was endowed an important demonstration reform task of realizing common prosperity and a series of important decisions and deployment were proposed, which will be more favorable for the overall coordinated development of Zhejiang Province in terms of economy, society, culture, ecology, etc. Besides, Huzhou is the birthplace of the important thought that "lucid waters and lush mountains are invaluable assets" and the experimental area of the national green finance reform and innovation, and is one of the best cities in Zhejiang Province and even nationwide in respect of financial ecological environment, which brings the Company a unique advantage to explore green development. We seized the opportunity and became the first and the only green micro-finance company in Huzhou. Recently, the State Council granted approval to Huzhou City to construct a national sustainable development innovation zone under the theme of sustainable development in ecological resource-intensive areas driven by green innovation. In May 2022, the United Nations Global Geospatial Knowledge and Innovation Centre was inaugurated in Deqing. A number of new high-technology, bio-pharmaceutical and innovative enterprises have either selected Deqing as their headquarters or conducted business in Deqing. In 2024, Deqing was ranked on several lists of the top 100 counties or cities in the PRC in terms of comprehensive strength, green development, science and technology innovation, and quality of China's new urbanization, which has promoted the development of the local financial services industry.

As of 31 December 2024, the number of microfinance companies in Zhejiang reached 250 in total. The average registered capital per microfinance company amounted to RMB0.17 billion. The average loan balance per microfinance company amounted to RMB0.19 billion.

As of 31 December 2024, apart from the Group, there were three other microfinance companies in Deqing. The accumulated aggregate amount of loans granted by the Group and the three microfinance companies for the year ended 31 December 2024 reached approximately RMB3.63 billion (2023: RMB4.10 billion), out of which the accumulated aggregate amount of loans granted by the Group accounted for approximately 79% (2023: 75.2%). As of 31 December 2024, the balance of loans (excluding accrued interest) of the Group and these three microfinance companies reached approximately RMB3.03 billion (2023: RMB3.07 billion), out of which the balance of loans (excluding accrued interest) of the Group accounted for approximately 87% (2023: 88.0%).

BUSINESS OVERVIEW

As at 31 December 2024, we were the largest licensed microfinance company in Zhejiang in terms of registered capital, according to the Local Financial Regulatory Bureau of Zhejiang* (浙江省地方金融監督管理局). We have been providing financing solutions and loan services to customers with flexible terms through quick and comprehensive loan assessment and approval processes.

Our customer base primarily consists of customers engaged in AFR (三農), the SMEs, micro enterprises and online retailers engaging in the businesses of lifestyle products, agricultural products, cultural supplies and industrial products, etc. Besides, as a green micro-finance company in Huzhou, we actively explored green micro-finance model, granted green finance to green industries or segments including ecology, agriculture, forestry, animal husbandry and fishery, development of new energy, technological improvement of energy conservation and emission reduction as well as economic transition.

MANAGEMENT DISCUSSION AND ANALYSIS

Our gross loan balance (excluding accrued interest) decreased from RMB2,700.9 million as at 31 December 2023 to RMB2,640.5 million as at 31 December 2024.

The following table sets out our registered capital, gross loans and advances to customers and leverage ratio as at the dates indicated:

	As at 31 December 2024	As at 31 December 2023
Registered capital (RMB'000)	1,180,000	1,180,000
Gross loans and advances to customers (excluding accrued interest, RMB'000)	2,640,534	2,700,894
Leverage ratio ⁽¹⁾	2.24	2.29

Note:

(1) Represents the gross loans and advances to customers (excluding accrued interest) divided by registered capital.

For the years ended 31 December 2023 and 2024, our average interest rates for loans were 8.7% and 7.4%, respectively. Our average loan interest rate decreased during the aforesaid period, mainly because we reduced the average interest rate on loans in line with the market, where interest rates on loans granted by banks and peers were decreased, in order to ensure asset quality.

The following table sets out the number of our loans and advances by size as at the dates indicated:

	As at 31 December 2024	As at 31 December 2023
Up to RMB500,000	1,254	1,308
Over RMB500,000 to RMB1 million (inclusive)	46	43
Over RMB1 million to RMB5 million (inclusive)	222	243
Over RMB5 million	160	170
Total number of loans and advances to customers	1,682	1,764

As at 31 December 2023 and 2024, the maximum loan amount of approximately 76.6% and 77.3% of loan contracts were limited to RMB1 million, respectively. Among our loan contracts, the higher proportion of loans with amount up to RMB1 million was mainly due to the fact that we mainly target to serve SMEs and micro enterprises, individuals in the agricultural, industrial and service sectors in Huzhou City and Hangzhou City and online retailers engaging in the business of lifestyle products, agricultural products, cultural supplies and industrial products, etc., the loan amounts granted to whom are generally lower.

LOANS AND ADVANCES TO CUSTOMERS BY TYPE OF SECURITY

The following table sets out our loans and advances to customers by type of security as at the dates indicated:

	As at 31 December 2024		As at 31 December 2023	
	RMB'000	%	RMB'000	%
Unsecured loans ⁽¹⁾	27,870	1.1	27,919	1.0
Guaranteed loans	2,586,792	97.9	2,644,055	97.9
Collateralized loans	3,379	0.1	8,392	0.3
Pledged loans	22,493	0.9	20,528	0.8
Sub-total	2,640,534	100.0	2,700,894	100.0
Accrued interest	15,734		19,952	
Gross loans and advances to customers	2,656,268		2,720,846	

Note:

- (1) Our unsecured loans are generally of small amounts, with short terms, and granted to customers who have good credit history upon assessing the risks involved in the loans during our credit evaluation process.

The following table sets out the original maturity profile of our loans and advances to customers as at the dates indicated:

	As at 31 December 2024		As at 31 December 2023	
	RMB'000	%	RMB'000	%
Within three months	1,000	0.1	—	—
Three to six months	24,270	0.9	67,574	2.5
Six months to one year	2,588,642	98.0	2,608,501	96.6
More than one year	26,622	1.0	24,819	0.9
Sub-total	2,640,534	100.0	2,700,894	100.0
Accrued interest	15,734		19,952	
Gross loans and advances to customers	2,656,268		2,720,846	

MANAGEMENT DISCUSSION AND ANALYSIS

The following table sets out our loans and advances to customers by loan amount as at the dates indicated:

	As at 31 December 2024		As at 31 December 2023	
	RMB'000	%	RMB'000	%
Up to RMB500,000	43,772	1.7	47,970	1.8
Over RMB500,000 to RMB1 million (inclusive)	37,712	1.4	37,018	1.4
Over RMB1 million to RMB5 million (inclusive)	811,700	30.7	832,506	30.8
Over RMB5 million	1,747,350	66.2	1,783,400	66.0
Sub-total	2,640,534	100.0	2,700,894	100.0
Accrued interest	15,734		19,952	
Gross loans and advances to customers	2,656,268		2,720,846	

The following table sets out our loans and advances to customers analysed by methods for assessing allowances for impairment losses as at the dates indicated:

	As at 31 December 2024			
	12-month ECLs RMB'000	Lifetime ECLs non credit- impaired RMB'000	Lifetime ECLs credit- impaired RMB'000	Total RMB'000
Gross loans and advances to customers	2,167,309	384,215	104,744	2,656,268
Less: Allowances for impairment losses	(62,817)	(37,021)	(94,376)	(194,214)
Net loans and advances to customers	2,104,492	347,194	10,368	2,462,054

	As at 31 December 2023			
	12-month ECLs RMB'000	Lifetime ECLs non credit- impaired RMB'000	Lifetime ECLs credit- impaired RMB'000	Total RMB'000
Gross loans and advances to customers	2,468,646	127,715	124,485	2,720,846
Less: Allowances for impairment losses	(74,987)	(13,480)	(110,028)	(198,495)
Net loans and advances to customers	2,393,659	114,235	14,457	2,522,351

MANAGEMENT DISCUSSION AND ANALYSIS

The following table sets out our key operating data as at the dates indicated:

	As at 31 December 2024	As at 31 December 2023
Impaired loan ratio⁽¹⁾	3.9%	4.6%
Balance of impaired loans (RMB'000)	104,744	124,485
Gross loans and advances to customers (RMB'000)	2,656,268	2,720,846
Allowance coverage ratio⁽²⁾	185%	159%
Allowances for impairment losses ⁽³⁾ (RMB'000)	194,214	198,495
Balance of impaired loans (RMB'000)	104,744	124,485
Provision for impairment losses ratio⁽⁴⁾	7.3%	7.3%
Balance of overdue loans (RMB'000)	104,956	124,812
Gross loans and advances to customers (RMB'000)	2,656,268	2,720,846
Overdue loan ratio⁽⁵⁾	4.0%	4.6%

Notes:

- (1) Represents the balance of impaired loans divided by the gross loans and advances to customers. Impaired loan ratio indicates the quality of our loan portfolio.
- (2) Represents the allowances for impairment losses on all loans divided by the balance of impaired loans. Allowance coverage ratio indicates the level of provisions we set aside to cover probable loss in our loan portfolio.
- (3) Allowances for impairment losses reflect our management's estimate of the probable losses in our loan portfolio.
- (4) Represents the allowances for impairment losses divided by the gross loans and advances to customers. Provision for impairment losses ratio measures the cumulative level of provisions.
- (5) Represents the balance of overdue loans divided by the gross loans and advances to customers, among which the balance of loans overdue for 1 to 30 days was RMB1,934 thousand, the balance of loans overdue for 31 to 365 days was RMB28,909 thousand, and the balance of loans overdue for more than 365 days was RMB74,113 thousand.

Total impaired loans

As at 31 December 2023 and 31 December 2024, our balance of impaired loans amounted to RMB124.5 million and RMB104.7 million, respectively.

MANAGEMENT DISCUSSION AND ANALYSIS

Total overdue loans

The following table sets out a breakdown of our overdue loans by type of security as at the dates indicated:

	As at 31 December 2024 RMB'000	As at 31 December 2023 RMB'000
Unsecured loans	15,135	13,927
Guaranteed loans	87,042	103,493
Collateralized loans	2,779	7,392
Total overdue loans	104,956	124,812

We had overdue loans of RMB124.8 million and RMB105.0 million as at 31 December 2023 and 31 December 2024, respectively, accounting for 4.6% and 4.0% of our gross loan balance as at the respective dates. As at 18 March 2025, RMB0.9 million out of the overdue loans as of 31 December 2024 was recovered.

FINANCIAL OVERVIEW

Net interest income

We generate interest income from loans and advances we provide to customers and from our cash at banks. Our net interest income is net of interest and commission expenses. We incur interest and commission expenses on bank and other borrowings, which are principally used to meet working capital requirements, as well as bank charges.

The following table sets out the breakdown of our net interest income by source for the years indicated:

	2024 RMB'000	2023 RMB'000
Interest income from		
Loans and advances to customers	196,242	236,053
Cash at banks	112	112
Total interest income	196,354	236,165
Interest and commission expenses from		
Borrowings from banks	(1,010)	(2,528)
Borrowings from non-bank institutions	(39,251)	(46,241)
Lease liabilities	(150)	(155)
Bank charges	(101)	(92)
Total interest and commission expenses	(40,512)	(49,016)
Net interest income	155,842	187,149

Our interest income from loans and advances to customers is primarily affected by the size of our loan portfolio and the average interest rates that we charge on loans to our customers. Our balance of loans decreased during the reporting period, generally in line with the size of our capital base, which is in turn affected by the size of our net assets and financing. For the years ended 31 December 2023 and 2024, our average interest rates for loans were 8.7% and 7.4%, respectively. Our average loan interest rate decreased during the aforesaid period, mainly because we reduced the average interest rate on loans in line with the market, where interest rates on loans granted by banks and peers were decreased, in order to ensure asset quality.

Our interest and commission expenses, comprising interests on borrowings from banks and non-bank institutions, lease liabilities as well as bank charges, were RMB49.0 million and RMB40.5 million for the years ended 31 December 2023 and 2024, respectively. Our incurred interest expenses were primarily attributable to the interest payment on bank borrowings and non-bank institutions borrowings, including borrowings from third parties and borrowings from Euro zone, which were principally applied to develop our loan business.

Our balance of bank borrowings (excluding accrued interest) as at 31 December 2023 and 2024 each amounted to RMB25.0 million. Our balance of borrowings from non-bank institutions (excluding accrued interest) amounted to RMB565.1 million and RMB458.4 million as at 31 December 2023 and 2024, respectively.

Our net interest income for the years ended 31 December 2023 and 2024 were RMB187.1 million and RMB155.8million, respectively.

Other net (loss)/income

Our other net (loss)/income for the years ended 31 December 2023 and 2024 were RMB12.7 million and RMB19.9 million, respectively. Our other net income increased RMB32.6 million during the aforesaid period, mainly due to the increase in government subsidies we received by RMB13.4 million in this year as compared to the previous year, and an increase in foreign exchange gains/(losses) of RMB19.2 million in this year compared to the previous year.

Impairment losses

Impairment losses include provisions in relation to loans and advances to our customers, interests receivables and goodwill, etc. We review our portfolios of loans and advances, interests receivables and goodwill, etc. regularly to assess whether any impairment losses exist and the amount of impairment losses if there is any indication of impairment. Our management reviews the methodology and assumptions used in estimating future cash flows regularly to reduce any deviation between estimated loss and the actual loss.

For the years ended 31 December 2023 and 2024, our impairment losses were a reversal of RMB9.5 million and a provision of RMB38.2 million, respectively.

MANAGEMENT DISCUSSION AND ANALYSIS

Administrative expenses

Our administrative expenses mainly include: (i) tax and surcharge; (ii) staff costs, such as salaries, bonuses and allowances paid to employees, social insurance and other benefits; (iii) office expenditures and travel expenses; (iv) operating lease charges; (v) depreciation and amortization expenses; (vi) consulting and professional service fees; and (vii) other expenses, including business development expenses, advertising expenses and other miscellaneous expenses, such as stamp duty, conference fees and labor protection fees. The table below sets out the components of our administrative expenses by nature for the periods indicated:

	2024 RMB'000	2023 RMB'000
Tax and surcharge	1,544	1,746
Staff costs	16,415	17,641
Office expenditures and travel expenses	4,371	5,786
Operating lease charges	10	7
Depreciation and amortization expenses	4,763	6,044
Consulting and professional service fees	11,005	13,216
Business development expenses	6,071	6,802
Advertising expenses	632	334
Others	1,097	1,305
Total administrative expenses	45,908	52,881

Our staff costs accounted for approximately 33.4% and 35.8% of the total administrative expenses for the years ended 31 December 2023 and 2024, respectively. Our staff costs decreased from RMB17.6 million for the year ended 31 December 2023 to RMB16.4 million for the year ended 31 December 2024, which was mainly due to our adjustment of personnel structure and saving of related costs.

Our consulting and professional services fees decreased from RMB13.2 million for the year ended 31 December 2023 to RMB11.0 million for the year ended 31 December 2024, mainly due to the decrease in consulting service and legal service and other fees paid to the intermediary agency in this year as compared to the previous year.

Income tax

Our income taxes for the years ended 31 December 2023 and 2024 were RMB34.5 million and RMB26.2 million, respectively, and our effective tax rates were 26.3% and 28.6%, respectively.

Profit and total comprehensive income for the year

We had profit and total comprehensive income for the year of RMB96.6 million and RMB65.4 million for the years ended 31 December 2023 and 2024, respectively.

Liquidity and capital resources

Our working capital and other capital requirements are mainly financed by equity investments from the shareholders of the Company (the “**Shareholders**”), interest-bearing borrowings, and cash flows from operations. Our working capital and capital requirements are primarily related to extending loans and other working capital requirements. We monitor our cash flows and cash balance on a regular basis and strive to maintain an optimal liquidity level that can meet our working capital needs while supporting a healthy level of business scale development. Other than the bank borrowings obtained from commercial banks, we may also consider offshore financing or other investments plans or choices. Nevertheless, as at the date of this report, we did not have any firm intention or formulate specific plan on material external debt financing in the short term.

As at 31 December 2024, our balance of interest-bearing borrowings was approximately RMB488.3 million (31 December 2023: RMB593.5 million).

WORKING CAPITAL MANAGEMENT

Cash flows

The following table sets out a selected summary of our cash flow statement for the years indicated:

	2024 RMB'000	2023 RMB'000
Cash and cash equivalents as at 1 January	17,478	16,595
Net cash generated from operating activities	160,848	284,948
Net cash generated from investing activities	58	96
Net cash used in financing activities	(167,854)	(284,041)
Net (decrease)/increase in cash and cash equivalents	(6,948)	1,003
Effect of the change of exchange rate	(15)	(120)
Cash and cash equivalents as at 31 December	10,515	17,478

Net cash generated from operating activities

Our cash generated from operating activities primarily consisted of interest income from loans granted to customers. Our cash used in operating activities primarily consisted of our loans and advances to customers and various taxes.

We account equity investments from the Shareholders and interest-bearing borrowings as cash generated from financing activities, while we utilize such cash for granting new loans to customers and classify it as cash used in operating activities. Due to the loan granting nature of our business and the accounting method that deployment of cash for granting loans is accounted for as operating cash outflows, we typically experience net cash outflows from operating activities when we expand our loan portfolio, which is generally in line with the industry norm.

MANAGEMENT DISCUSSION AND ANALYSIS

Our net cash generated from operating activities for the year ended 31 December 2024 was RMB160.8 million. Our net cash generated from operating activities reflect: (i) our profit before tax of RMB91.6 million, adjusted for non-cash and non-operating items, primarily including a provision of impairment losses of RMB38.2 million, depreciation and amortization of RMB5.1 million, interest expenses of RMB40.4 million and foreign exchange gains of RMB6.3 million ; (ii) the effect of changes in working capital, primarily including the decrease in total loans and advances to customers of RMB28.1 million, the decrease in interest receivables and other assets of RMB1.3 million, and the decrease in accruals and other payables of RMB0.9 million; and (iii) income tax paid of RMB36.7 million.

Net cash generated from investing activities

For the year ended 31 December 2024, our net cash generated from investing activities was RMB58 thousand, which was primarily the gains from disposal of fixed assets of RMB58 thousand.

Net cash used in financing activities

For the year ended 31 December 2024, our net cash used in financing activities was RMB167.9 million. Our net cash used in financing activities mainly consisted of (i) payment of interest on borrowings amounted to RMB33.3 million; (ii) payment of lease charge amounted to RMB1.7 million; (iii) payment of dividend to equity shareholders of the Company of RMB23.6 million and payment of dividend to non-controlling shareholders of the Company's subsidiaries of RMB3.4 million; (iv) repayment of interest-bearing borrowings amounted to RMB250.9 million, partially offset by the financing from interest-bearing borrowings received of RMB145.0 million.

Cash management

As our business primarily relies on our available cash, we normally set aside a sufficient amount of cash for meeting general working capital needs, such as administrative expenses and payment of interests on borrowings from banks and other non-bank institutions, and use the remaining parts for granting loans to our customers. As at 31 December 2023 and 2024, the balance of cash and cash equivalents amounted to RMB17.5 million and RMB10.5 million, respectively.

Cash and cash equivalents

Cash and cash equivalents are primarily our cash at banks. The following table sets out our cash and cash equivalents as at the dates indicated:

	31 December 2024 RMB'000	31 December 2023 RMB'000
Cash in hand	2	2
Cash at banks	10,372	17,309
Other currencies in cash	141	167
Cash and cash equivalents	10,515	17,478

Loans and advances to customers

Our loans and advances to customers reflect the total balance of our loan portfolio. The following table sets out our loans and advances to customers by customer types as at the dates indicated:

	As at 31 December 2024 RMB'000	As at 31 December 2023 RMB'000
Corporate loans	1,219,180	1,146,973
Retail loans	1,395,888	1,526,958
Micro-loans granted online	25,466	26,963
Sub-total	2,640,534	2,700,894
Accrued interest	15,734	19,952
Gross loans and advances to customers	2,656,268	2,720,846
Total allowances for impairment losses	(194,214)	(198,495)
Net loans and advances to customers	2,462,054	2,522,351

We focus on providing short-term loans to minimise our risk exposure and, as a result, a substantial majority of our loans and advances to customers have a term of less than one year.

The following table sets out the maturity profile of the original term of our gross loans and advances to customers as at the dates indicated:

	As at 31 December 2024 RMB'000	As at 31 December 2023 RMB'000
Within three months	1,000	—
Three to six months	24,270	67,574
Six months to one year	2,588,642	2,608,501
More than one year	26,622	24,819
Sub-total	2,640,534	2,700,894
Accrued interest	15,734	19,952
Gross loans and advances to customers	2,656,268	2,720,846

MANAGEMENT DISCUSSION AND ANALYSIS

As at 31 December 2023 and 2024, our overdue loan amounted to RMB124.8 million and RMB105.0 million, respectively, accounting for 4.6% and 4.0% of our gross loans and advances to customers as at the same dates.

The following table sets out profile of loans by type of security as at the dates indicated:

	As at 31 December 2024 RMB'000	As at 31 December 2023 RMB'000
Unsecured loans ⁽¹⁾	27,870	27,919
Guaranteed loans	2,586,792	2,644,055
Collateralized loans	3,379	8,392
Pledged loans	22,493	20,528
Sub-total	2,640,534	2,700,894
Accrued interest	15,734	19,952
Gross loans and advances to customers	2,656,268	2,720,846

Note:

- (1) Our unsecured loans are generally of small amounts, with short terms, and granted to customers who have good credit history upon assessing the risks involved in the loans during our credit evaluation process.

The majority of our loans were guaranteed loans, which accounted for 97.9% and 98.0% of our gross loans and advances to customers (excluding accrued interest) as at 31 December 2023 and 2024, respectively. The type of collateral for the collateralized loans provided by us to our customers is mainly real estate, which mainly represents properties. The type of collateral for the pledged loans provided by us to customers is mainly equity.

OTHER ASSETS

The following table sets out the breakdown of other assets by their nature as at the dates indicated:

	As at 31 December 2024 RMB'000	As at 31 December 2023 RMB'000
Prepayment	654	763
Others	439	1,696
Total other assets	1,093	2,459

Accruals and other payables

The following table sets out a breakdown of our accruals and other payables by nature as at the dates indicated:

	As at 31 December 2024 RMB'000	As at 31 December 2023 RMB'000
Staff costs payable	4,144	4,877
Value-added tax payable	2,161	2,374
Tax and surcharges and other taxation payable	980	1,346
Guarantee deposit payable	5,117	5,117
Auditors' remuneration payable	2,198	2,198
Other payables	7,610	7,378
Total accruals and other payables	22,210	23,290

As at 31 December 2024, as compared to 31 December 2023, our total accrued expenses and other payables decreased by RMB1.1 million, mainly due to the decrease in staff costs payable and related taxes and fees.

Current taxation

Our current taxation refers to our income tax payable, amounting to RMB34.9 million and RMB25.1 million as at 31 December 2023 and 2024, respectively.

Capital commitments

As of 31 December 2024, we have no capital commitment (31 December 2023: Nil).

Key Financial Indicator

The following tables set out certain key financial ratios as at the dates indicated:

	For the year ended 31 December 2024	For the year ended 31 December 2023
Return on weighted average equity (%)	3.2	4.8
Average return on assets (%) ⁽¹⁾	2.5	3.5

Note:

(1) Represents profit for the year divided by average balance of total assets as at the beginning of the year and end of the year.

Our return on weighted average equity and average return on assets both decreased mainly due to the decrease in our profit for the year ended 31 December 2024 as compared to the year ended 31 December 2023.

MANAGEMENT DISCUSSION AND ANALYSIS

Gearing Ratio

	As at 31 December 2024	As at 31 December 2023
Gearing Ratio (%) ⁽¹⁾	24.1	29.6

Note:

- (1) Represents the interest-bearing borrowings less cash and cash equivalents, divided by total equity attributable to equity shareholders as at the end of the year.

Our gearing ratio decreased, which was mainly due to the decrease in balance of interest-bearing borrowings as at 31 December 2024 as compared to 31 December 2023.

Related Party Transactions

For the year ended 31 December 2024, Mr. Yu Yin, an executive Director and the Chairman of the Board, and other related parties had guaranteed some of our interest-bearing borrowings. As at 31 December 2024, the amount of guarantee provided by Mr. Yu Yin and other related parties amounted to RMB57.5 million. Such related party transactions constituted continuing connected transactions under Chapter 14A of the Rules Governing the Listing of Securities (the “**Listing Rules**”) on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”). As the guarantees were provided on normal commercial terms where no security over the assets of the Group was granted to Mr. Yu Yin and other related parties, the said provision of guarantees was fully exempt from Shareholders’ approval, annual review and all disclosure requirements.

The independent non-executive Directors have reviewed all the above continuing connected transactions and confirmed that these transactions have been entered into in the ordinary and usual course of business of the Group, on normal commercial terms or better and conducted in accordance with the relevant agreements governing them on terms which are fair and reasonable and in the interests of the Shareholders as a whole.

For the year ended 31 December 2024, the Company and Jinhui Micro-finance (a non-wholly owned subsidiary of the Company) leased properties from Zuoli Holdings Group Company Limited* (佐力控股集團有限公司) (“**Zuoli Holdings**”) with a depreciation on right-of-use assets and interest expense of RMB1.2 million. The entering into of the lease agreements allow the Company and Jinhui Micro-finance to satisfy their operational needs. Utilities and entertainment fees amounted to RMB1.0 million were paid to Zuoli Holdings and its subsidiaries. Deqing Puhua Energy Company Limited* (德清普華能源股份有限公司) (“**Puhua Energy**”) is a controlling shareholder and thus a connected person of the Company under the Listing Rules. Zuoli Holdings, being the holding company of Puhua Energy, is an associate of Puhua Energy and thus also a connected person of the Company under the Listing Rules. Such related party transaction constituted connected transaction under Chapter 14A of the Listing Rules. Please refer to the Company’s announcement dated 6 July 2023 for details.

Save as disclosed above, during the year ended 31 December 2024, there was no other connected transaction of the Company that required for the reporting, annual reviews, announcement and independent Shareholders’ approval under Chapter 14A of the Listing Rules. The Company confirmed that it has complied with the disclosure requirements under Chapter 14A of the Listing Rules.

INDEBTEDNESS

The following table sets forth our outstanding borrowings as at the dates indicated:

	As at 31 December 2024 RMB'000	As at 31 December 2023 RMB'000
Interest-bearing borrowings	488,287	593,519

Our interest-bearing borrowings were the borrowings and interests required for our business operations.

OFF-BALANCE SHEET ARRANGEMENTS

As at 31 December 2024, we did not have any off-balance sheet arrangements (31 December 2023: nil).

EMPLOYMENT AND EMOLUMENTS

As at 31 December 2024, the Company had 77 employees (31 December 2023: 86). Employees' remuneration has been paid in accordance with relevant policies in the PRC. Appropriate salaries and bonuses were paid, which are commensurate with the actual practices of the Company. Other corresponding benefits include pension, unemployment insurance and housing allowance, etc.

SIGNIFICANT INVESTMENT

The Group had no significant investments held during the year ended 31 December 2024.

MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

The Group had no material acquisition or disposal of subsidiaries, associates or joint ventures during the year ended 31 December 2024.

CHARGE ON THE GROUP'S ASSETS

As at 31 December 2024, the Group had no share pledge (31 December 2023: nil).

MANAGEMENT DISCUSSION AND ANALYSIS

FUTURE PLANS FOR MATERIAL INVESTMENTS AND EXPECTED SOURCES OF FUNDING

Other than the bank loans we obtain from commercial banks, we may also consider offshore financing or other investments plans or choices. Nevertheless, as at the date of this report, we did not have any firm intention or formulate any specific plan on material external debt financing in the short term.

FOREIGN CURRENCY RISK

Foreign exchange risk arises when business transaction or recognised assets or liabilities are denominated in a currency that is not the entity's functional currency.

The Group operates in the PRC. The exposure to foreign exchange risk mainly arises from bank deposit in EUR or HKD and offshore financing in EUR. The Group was not exposed to foreign exchange risk arising from any other currency risk. The management will continue to monitor the exposure to foreign exchange and adopt prudent measures to minimize exchange risk.

CONTINGENT LIABILITIES

As at 31 December 2024, the Group did not have any significant contingent liabilities (31 December 2023: nil).

PROSPECTS

With the establishment of China Micro-credit Companies Association (中國小額貸款公司協會) and the formulation of the Classification Standards of Financial Enterprises (《金融業企業劃型標準規定》), the role played by micro-finance companies in the PRC is being increasingly recognized by the relevant authorities. General Secretary Xi Jinping delivered an important speech at the symposium on private enterprises, proposing to solve the financing problem of private enterprises and broaden the financing channels for private enterprises, among which micro-finance companies and other financing channels should be brought into play.

In terms of our major market of offline business, Zhejiang province is the important birthplace of President Xi Jinping's thought on ecological civilization, and according to the Opinion issued by the State Council in May 2021, Zhejiang Province was endowed an important demonstration reform task of realizing common prosperity and a series of important decisions and deployment were proposed, which will be more favorable for the overall coordinated development of Zhejiang Province in terms of economy, society, culture, ecology, etc.

Meanwhile, Huzhou is the birthplace of the important thought that “lucid waters and lush mountains are invaluable assets” and the experimental area of the national green finance reform and innovation as well as the national sustainable development innovation zone, and is one of the best cities in Zhejiang Province and even the country in respect of financial ecological environment. Huzhou City was selected as one of the second batch of national reclaimed water recycling pilot cities, and the ESG evaluation standardization pilot project of Huzhou small and micro enterprises was successfully selected as the national social management and public service comprehensive standardization pilot project, both of which are unique in the province, all of which have provided a solid foundation for the green development of the Company.

Under the opportunity of constructing a common prosperity demonstration zone in Zhejiang province and led by the concept of “lucid waters and lush mountains are invaluable assets”, we seize the opportunity of reform and innovation to actively explore a sustainable development road of green credit and continue to introduce innovative loan products, broaden business channels, enhance our market penetration and increase our competitive advantages by utilizing the advantage of our capital base. Since being listed as the first pilot unit of green micro-finance company in Huzhou in April 2020, as the main drafter, we participated in the formulation of “Green Micro-finance Company Construction and Evaluation Standard” (Zhejiang Province Huzhou Local Standard) (《綠色小額貸款公司建設與評價規範》(浙江省湖州市地方標準)), which has been officially issued and implemented in June 2020. The pilot construction of green micro-finance and implementation of its standards will help the Group to (i) further discover the potential customers of green micro-finance; (ii) better serve the growth of AFR (三農), as well as small and micro enterprises which are low-carbon and environmental friendly; and (iii) further increase the market share.

In addition, to better discover and explore green finance market and achieve the goal of sustainable operation and development of inclusive and green finance, we cooperated with institutions including DEG, a wholly-owned subsidiary of KfW Bankengruppe and GCPF (Global Climate Partnership Fund), which inspired the Company with international-leading green finance ideas and provided technological support, assisting the Company in developing more green finance products, and thus enabling us to better serve our green finance customers.

In May 2023, we have passed the acceptance test for green micro-finance pilot unit and became the first green microfinance company in Huzhou City.

USE OF PROCEEDS

The H Shares of the Company became listed on the Main Board of the Stock Exchange on 13 January 2015 with net proceeds from the global offering of approximately HK\$338.4 million (after deducting underwriting commissions and related expenses). The net proceeds have been fully utilized for expanding the capital base of our loan business, in accordance with the manner as set out in the prospectus of the Company dated 30 December 2014.

BIOGRAPHIES OF DIRECTORS, SUPERVISORS AND SENIOR MANAGEMENT

DIRECTORS

Executive Directors

Mr. Yu Yin (俞寅), aged 38, was appointed as the executive Director and the chairman of the Board on 28 April 2014. Mr. Yu is one of the Promoters of the Company. He is primarily responsible for the Company's day-to-day management, postulating business development plans and overseeing the Company's overall corporate strategies. He is also a member of the Nomination Committee and Remuneration and Appraisal Committee. Mr. Yu is the son of Mr. Yu Youqiang (俞有強) who is the controlling shareholder of Puhua Energy, one of our Controlling Shareholders.

From August 2007 to March 2011, Mr. Yu was the chairman of the board of directors at Zhejiang Deqing Longxiang Investment Company Limited* (浙江德清隆祥投資有限公司, formerly known as Zhejiang Deqing Longxiang Guaranty Company Limited* (浙江德清隆祥擔保投資有限公司, "**Deqing Longxiang**"), a company that principally engaged in the provision of guarantee for SMEs and individuals and the related advisory services, and investment holding. Mr. Yu was involved in decision making of key issues but was not involved in the day-to-day management of Deqing Longxiang. During the same period of time, Mr. Yu was also working as an assistant to the president* (行長助理), being responsible for marketing at Deqing Rural Cooperative Bank Wukang Branch* (德清農村合作銀行武康支行, currently known as Zhejiang Deqing Rural Commercial Bank Company Limited* (浙江德清農村商業銀行股份有限公司)). From July 2015, Mr. Yu acted as the chairman of Deqing Jinhui Micro-finance Company Limited* (德清金匯小額貸款有限公司), a subsidiary of the Company. From June 2016 to July 2019, Mr. Yu is the chairman of the board of directors at Zhejiang Province Anli Tourism Development Company Limited* (浙江郡安里文旅發展有限公司) (formerly known as Deqing County Anli Tourism Development Company Limited* (德清郡安里旅遊開發有限公司)). Since June 2016, Mr. Yu Yin is the chairman of the board of directors at Deqing Yulong Tourism Development Company Limited* (德清御隆旅遊開發有限公司). Since December 2015, Mr. Yu Yin is the vice chairman of the board of directors at Zuoli Holdings Group Company Limited* (佐力控股集團有限公司).

Mr. Yu obtained a bachelor's degree in business administration in May 2007. From December 2011 to September 2012, Mr. Yu attended courses in Intermediate Studies for CEOs of the Cross-Straits Frontier* (海峽兩岸企業總裁前沿課程首期高級研修班) offered by School of Management, Fudan University and National Taiwan Normal University.

Mr. Yu, being one of our Promoters, has been one of our directors since the establishment of our Predecessor Company in August 2011.

As at the date of this report, Mr. Yu was interested in 50.39% of the Domestic Shares and 37.58% of the total issued Shares.

Mr. Zheng Xuegen (鄭學根), aged 60, was appointed as the executive Director on 28 April 2014. He is the vice chairman. Mr. Zheng is also one of the founders of the Company. He is primarily responsible for the day-to-day operations, strategic development and administrative management. He is also a member of the Loan Approval Committee.

From September 1990 to December 1994, Mr. Zheng worked as a researcher at Deqing Bulb Factory* (德清縣燈泡廠, currently known as Zhejiang Zhanzi Photoelectricity Co., Ltd* (浙江占字光電股份有限公司)), a company primarily engaged in manufacturing of lighting products. From January 1995 to January 1997, Mr. Zheng was the office manager* (廠辦主任) of the Crystal Fibre Factory of Zhejiang OSMUN Group Company Limited* (浙江歐詩漫集團有限公司), a company primarily engaged in manufacturing of skin care products, cosmetics and thermal insulation materials. Prior to joining our Predecessor Company, Mr. Zheng had worked successively as the officer in chief, human resources manager, secretary of the board of directors and deputy general manager at Zhejiang Jolly Pharmaceutical Co., Ltd. (浙江佐力藥業股份有限公司) ("**Jolly Pharmaceutical**"). In January 2008, Mr. Zheng served as a director and the deputy general manager of Jolly Pharmaceutical where he mainly carried out day-to-day management. He has served as a non-executive director of Jolly Pharmaceutical since 10 March 2014, where he has been mainly responsible for assisting the chairman in formulating

BIOGRAPHIES OF DIRECTORS, SUPERVISORS AND SENIOR MANAGEMENT

strategies. Jolly Pharmaceutical is a company established in the PRC whose shares are listed on the Shenzhen Stock Exchange (stock code: 300181) and is principally engaged in the research, development, production and sales of pharmaceutical products. From July 2015 to April 2019, Mr. Zheng serves as the director of Deqing Jinhui Micro-finance Company Limited* (德清金匯小額貸款有限公司), a subsidiary of the Company. From August 2015 and December 2016, Mr. Zheng serves as the directors of Zuoli Micro-finance Hong Kong International Investment Company Limited* (佐力小貸香港國際投資有限公司) and Hangzhou High-tech District (Binjiang) Xingyao Pu Hui Micro-finance Co., Ltd.* (杭州市高新區(濱江)興耀普匯小額貸款有限公司), the subsidiaries of the Company, respectively.

In February 2003, Mr. Zheng was accredited as the Excellent Worker for Workers' Union* (優秀工會工作者) by Huzhou City General Workers' Union* (湖州市總工會). In June 2006, Mr. Zheng obtained a Certificate for Completion of Training Course — File Management (Zhejiang)* (浙江省檔案管理崗位培訓證書) issued by Zhejiang Dang'an Cadre Education Training Centre (浙江省檔案幹部教育培訓中心). In September 2012, he also obtained a certificate for training for senior management of listed companies* (上市公司高級管理人員培訓證書) issued by Zhejiang Securities Regulatory Bureau* under CSRC (中國證券監督管理委員會浙江證監局). In December 2013, Mr. Zheng obtained a qualification certificate for secretary to board of directors* (董事會秘書資格證書) issued by the Shenzhen Stock Exchange.

Mr. Zheng has been acting as the vice chairman of our Predecessor Company since August 2011. On 10 March 2014, Mr. Zheng resigned as the deputy general manager of Jolly Pharmaceutical. As Mr. Zheng is serving as a non-executive director of Jolly Pharmaceutical, he does not participate in the day-to-day management of Jolly Pharmaceutical and he can devote sufficient time and efforts to acting as an executive Director of the Company. The Company therefore considers that Mr. Zheng has sufficient capacity to discharge his duties as directors of two listed companies.

Mr. Zheng obtained an adult higher education certificate majoring in economic management (經濟管理專業成人高等教育專業證書) from the Zhejiang Province Department Employee Colleges* (浙江省省級機關職工業餘大學) in February 2002. In January 2013, he also obtained a college diploma (專科文憑) in management through online learning majoring in administration management from China University of Geosciences (中國地質大學). In October 2023, he also obtained the qualification certificate of senior economist.

As at the date of this report, Mr. Zheng was interested in 0.34% of the Domestic Shares and 0.25% of the total issued Shares.

Mr. Yang Sheng (楊晟), aged 50, was appointed as the executive Director on 7 April 2016. He is also the general manager of the Company, the vice chairman of the Board and also the chairman of the Loan Approval Committee and the chairman of the ESG Sustainable Development Committee, who is mainly responsible for the business management of the Company. Before joining the Company, Mr. Yang accumulated ample experience on credit and management in Bank of China. From February 1994 to June 2003, Mr. Yang was a staff member at Huzhou City Branch of Bank of China. Mr. Yang served as the deputy head of security department in Huzhou City Branch of Bank of China from June 2003 to July 2007. Mr. Yang served as the head of security department in Huzhou City Branch of Bank of China from July 2007 to August 2010. Mr. Yang served as the head of general management department in Huzhou City Branch of Bank of China from January 2010 to August 2010. Mr. Yang was assigned to Anji County Sub-branch of Bank of China as the president from August 2010 to January 2014. Mr. Yang was the president of Deqing County Sub-branch of Bank of China from January 2014 to August 2015. Since December 2016, Mr. Yang has served as the chairman of the board of directors of Hangzhou High-tech District (Binjiang) Xingyao Pu Hui Micro-finance Co., Ltd.* (杭州市高新區(濱江)興耀普匯小額貸款有限公司), a subsidiary of the Company. Mr. Yang has served as the general manager of Deqing Jinhui Micro-finance Company Limited* (德清金匯小額貸款有限公司), a subsidiary of the Company, from April 2018 to August 2018. Since August 2018, Mr. Yang has been appointed as the general manager of the Company. Since 16 December 2021, Mr. Yang has served as the chairman of the board of directors of Zhejiang Zuoli Health Technology Co., Ltd.* (浙江佐力健康科技有限公司). As at February 2022, Mr. Yang became a committee member of the tenth Deqing County Committee of the Chinese People's Political Consultative Conference* (中國人民政治協商會議第十屆德清縣委員會). As at February 2023, Mr. Yang became a standing committee member of the

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tenth Deqing County Committee of the Chinese People's Political Consultative Conference* (中國人民政治協商會議第十屆德清縣委員會). Mr. Yang was recognized as "Outstanding person for construction of the experimental area of the national green finance reform and innovation 2022 and 2023 (2022年度及2023年度國家綠色金融改革創新試驗區建設優秀個人)". In December 2024, Mr. Yang obtained the qualification certificate of senior economist.

Ms. Hu Fangfang (胡芳芳), aged 43, was appointed as the executive Director on 28 June 2019. Ms. Hu joined the Company as the Chief Financial Officer on 1 July 2015. Ms. Hu is also a member of the Loan Approval Committee and the ESG Sustainable Development Committee. Ms. Hu is responsible for coordinating and guiding the financial management, budget management, accounting and auditing and internal control aspects of the Company. As executive Director, Ms. Hu is responsible for formulating the Company's financial strategies, organize and implement important internal audit activities, coordinate fund raising activities for working capital of the Company's operation and prepare the Company's financial planning. She is also be responsible for monitoring the financial affairs of the Company's subsidiaries, and assists senior management in implementing business strategies and operation plans to achieve the Company's operation and management targets and development goals. Prior to joining the Company, Ms. Hu has built up extensive experience on financial management.

From July 2004 to November 2006, Ms. Hu worked in Zhejiang Jiangong Real Estate Development Group Company Limited (浙江建工房地產開發集團有限公司) and engaged in financial duties. From November 2006 to December 2008, she worked in Zhejiang Dongfang Accountants Company Limited (浙江東方會計師事務所有限公司) and engaged in on-site audit works. From December 2008 to June 2015, Ms. Hu served as a manager of Pan-China Certified Public Accountants LLP (天健會計師事務所(特殊普通合夥)). Ms. Hu has served as a director of Deqing Jinhui Micro-finance Company Limited* (德清金匯小額貸款有限公司), a subsidiary of the Company from July 2015 to April 2019. Ms. Hu has served as a supervisor of Hangzhou High-tech District (Binjiang) Xingyao Pu Hui Micro-finance Co., Ltd.* (杭州市高新區(濱江)興耀普匯小額貸款有限公司), a subsidiary of the Company since December 2016.

Ms. Hu graduated from Zhejiang Institute of Finance and Economics (浙江財經學院) (currently known as Zhejiang University of Finance and Economics (浙江財經大學)) with a bachelor of management degree (major in accounting) in 2004. As at March 2022, Ms. Hu obtained a master's degree from the Fudan University School of Management (復旦大學管理學院). Ms. Hu was admitted as a certified public accountant of the Chinese Institute of Certified Public Accountants in 2007. In November 2023, Ms. Hu obtained the qualification certificate of senior accountant.

Non-executive Director

Mr. Pan Zhongmin (潘忠敏) (formerly known as Pan Zhongming (潘忠明)), aged 51, was appointed as the non-executive Director on 8 August 2014. Mr. Pan has over 20 years of experience in marketing related matters. From October 1998 to February 2003, Mr. Pan worked as a sales and marketing representative in Deqing Wukang Zhong Sheng Refractory and Heat Insulating Material Operating Department* (德清縣武康中盛耐火保溫材料經營部), a company primarily engaged in the sales and marketing of heat insulating material and refractory materials. From March 2003 to January 2005, Mr. Pan Zhongmin worked as a deputy general manager in Hangzhou Meibao Furnace Engineering Co., Ltd.* (杭州美寶爐窖工程有限公司), a company primarily engaged in the design, production and installation of furnace. He was responsible for overseeing the daily operation in the abovementioned companies. Since March 2005 till now, Mr. Pan has been the chairman of the board of directors of Bangni Fiber. Bangni Fiber is a company mainly engaged in production and sales of refractory fiber and materials where Mr. Pan has been responsible for strategic planning and business development. As at February 2022, Mr. Pan became a committee member of the tenth Deqing County Committee of the Chinese People's Political Consultative Conference* (中國人民政治協商會議第十屆德清縣委員會).

Mr. Pan graduated from Deqing Agricultural Vocational High School* (德清縣農職業高級中學) in July 1992. In July 2011, he obtained a college diploma (專科文憑) through online learning majoring in business administration management from Dalian University of Technology (大連理工大學). In January 2022, Mr. Pan obtained a bachelor degree in business administration from the Open University of China.

As at the date of this report, Mr. Pan was interested in 1.34% of the Domestic Shares and 1.00% of the total issued Shares.

Independent non-executive Directors

Mr. Chan Kin Man (陳健民), aged 45, was appointed as an independent non-executive Director on 29 June 2020. Mr. Chan was also appointed as the chairman of the Audit Committee and member of the Remuneration and Appraisal Committee and the ESG Sustainable Development Committee of the Company. Mr. Chan studied at Saint Joseph's College from September 1998 to June 2000 and obtained a Bachelor degree of Arts in Accountancy from The Hong Kong Polytechnic University in November 2003. Mr. Chan is a member of the Association of Chartered Certified Accountants of the UK (ACCA) and the Hong Kong Institute of Certified Public Accountants (HKICPA).

Mr. Chan has many years of experience in terms of financing, auditing, accounting, etc.. From September 2003 to March 2010, Mr. Chan acted as an accountant, senior accountant and audit manager in Ernst & Young successively, and involved in work in relation to projects of listing in Hong Kong and annual audit for many companies. From August 2010 to November 2015, Mr. Chan served as the chief financial officer in New Northeast Electric Holding Limited (新東北電氣控股有限公司). From July 2016 to September 2019, Mr. Chan served as the general manager of capital operation center and the investor relations director in Lvgem (China) Investment Company Limited (綠景(中國)投資有限公司). From September and November 2019 to September 2024, Mr. Chan served as the chief financial officer and company secretary of Lvgem (China) Real Estate Investment Company Limited (a company listed on the Stock Exchange of Hong Kong, stock code: 00095). Mr. Chan has served as the independent non-executive director of Huijing Holdings Company Limited (a company listed on the Stock Exchange of Hong Kong, stock code: 9968) since July 2023.

Mr. Zhao Xuqiang (趙旭強), aged 47, was appointed as an independent non-executive Director on 29 June 2020. Mr. Zhao was also appointed as the chairman of the Remuneration and Appraisal Committee, member of the Audit Committee and Nomination Committee of the Company. Mr. Zhao graduated from Shanghai University of Finance & Economics and obtained a bachelor degree of economics in July 2000 and a master degree of economics from Shanghai University of Finance & Economics in March 2003. Mr. Zhao holds a certificate for independent directors issued by the Shanghai Stock Exchange and a certificate for Board secretary issued by Shenzhen Stock Exchange.

From September 2003 to September 2004, Mr. Zhao served at the Listing Office of Yiwu, Zhejiang Province. From October 2004 to September 2008, Mr. Zhao acted as associate chief officer and chief officer in Zhejiang Supervision Bureau of China Securities Regulatory Commission successively. From October 2008 to August 2013, Mr. Zhao acted as chief officer and associate consultant in the institutional supervision department of China Securities Regulatory Commission successively. From September 2013 to September 2014, Mr. Zhao acted as a temporary Deputy Director in Quanzhou Financial Affairs Bureau, Fujian Province. From October 2014 to July 2016, Mr. Zhao acted as an associate consultant and consultant in the Illegal Trading Bureau of China Securities Regulatory Commission (中國證監會打非局) successively. From August 2016 to July 2018, Mr. Zhao acted as a director in the Second Division of the Capital Market of Hangzhou Branch of Industrial Bank Co., Ltd.. Mr. Zhao acted as an executive director of Zhejiang Jiurishan Enterprises Management Consultant Co., Ltd.* (浙江九日山企業管理諮詢有限公司) since September 2018. Mr. Zhao acted as an independent director of Hithink RoyalFlush Information Network Co., Ltd (a company listed on the Shenzhen Stock Exchange, stock code: 300033) since March 2020. Mr. Zhao served for Anhui Genuine New Materials Co., Ltd. (a company listed on the Shanghai Stock Exchange, stock code: 603429) since April 2020. Mr. Zhao acted as an independent director of Baocheng Futures Co., Ltd. (寶城期貨有限責任公司) (a subsidiary of China Great Wall Securities Co., Ltd., a company listed on the Shenzhen Stock Exchange, stock code: 002939) since December 2021. Mr. Zhao has been an independent director of Zhejiang Deshuo Technology Co., Ltd., (a company listed on the National Equities Exchange and Quotations, Stock Code: 874669) since December 2024.

Ms. Yang Jie (楊婕), aged 46, was appointed as an independent non-executive Director on 29 June 2020. Ms. Yang was also appointed as the chairman of the Nomination Committee and member of the Audit Committees of the Company. Ms. Yang graduated from Zhongnan University of Economics and Law and obtained a Master of Laws degree in International Economic Law.

BIOGRAPHIES OF DIRECTORS, SUPERVISORS AND SENIOR MANAGEMENT

Ms. Yang has many years of experience in IPO, mergers and acquisition and reorganization, private equity investment, bonds and other fields. From September 2006 to March 2010, Ms. Yang served at Grandall Legal Group (Hangzhou). From April 2010 to April 2013, Ms. Yang served at the Investment Banking Department of GF Securities Investment Holding Co. Ltd. (廣發證券投資股份有限公司). From May 2013 to December 2022, Ms. Yang served at T&C (Zhejiang) Law Firm (浙江天冊律師事務所). Since January 2023, Ms. Yang joined Beijing Grandway (Hangzhou) Law Offices (北京國楓(杭州)律師事務所).

From 2016 to 2019, Ms. Yang served as an independent director in Qibu Corporation Limited (a company listed on the Shanghai Stock Exchange, stock code: 603557). From June 2018 to December 2021, Ms. Yang served as an independent director in Coma Wisdom Technology Holdings Co., Ltd.* (西馬智慧科技股份有限公司). From April 2019 to December 2023, Ms. Yang served as an independent director in Zhongkong Technology (Holdings) Co., Ltd.* (中控技術股份有限公司) (a company listed on the Shanghai Stock Exchange, stock code: 688777). Ms. Yang has served as an independent director in Zhejiang Dali Technology Co., Ltd. (浙江大立科技股份有限公司) (a company listed on the Shenzhen Stock Exchange, stock code: 002214) since April 2019.

SUPERVISORS

Ms. Zhou Mingwan (周明萬), aged 37, was appointed as a Supervisor with effect from 29 June 2020. Ms. Zhou graduated from Harbin University of Commerce in 2011 and obtained a bachelor degree in management (majoring in accounting). From August 2011 to July 2013, Ms. Zhou was involved in financial work in Deqing County Dexin Wine Co., Ltd.* (德清縣德信酒業有限公司) under Zhejiang Sunrise Group* (浙江商源集團). From August 2013 to November 2014, Ms. Zhou acted as a financial supervisor in Zhejiang Asti Electronic Co., Ltd.* (浙江雅士迪電子有限公司). From March 2015 to February 2018, Ms. Zhou acted as deputy manager and manager in the Financial Department of the Company successively. Ms. Zhou acted as a manager in the Financial Department of Deqing Jinhui Micro-finance Company Limited from February 2018 to August 2020. From August 2020 to February 2023, Ms. Zhou acted as deputy general manager and chief financial officer in Deqing Yulong Tourism Development Company Limited* (德清御隆旅遊開發有限公司). From February 2023 to August 2024, Ms. Zhou acted as head of finance department in Zhejiang Nazhong New Material Technology Company Limited* (浙江納眾新材料科技有限公司). Since September 2024, Ms. Zhou has been working in the sales office of Zhejiang Jolly Pharmaceutical Co., Ltd. Ms. Zhou obtained an intermediate accountant title in 2016 and obtained a nonpracticing certified public accountant certificate in 2018.

Mr. Wang Peijun (王培軍), aged 51, was appointed as the Supervisor with effect from 8 August 2014. From September 1994 to August 1997, Mr. Wang studied marketing courses provided by Anhui University (安徽大學), and obtained a graduate certificate from Anhui University in August 1997. In January 2011, Mr. Wang graduated from the college of online education of Chongqing University (重慶大學) majoring in engineering management (engineering cost management)* (工程管理(工程造價管理方向)) with a college diploma (專科文憑).

From September 1992 to December 2003, Mr. Wang worked as a manager of the sales department at Zhejiang Jiefang Decoration Engineering Co., Ltd.* (浙江解放裝飾工程有限公司), a company primarily engaged in interior design and design and installation of glass wall, steel and aluminium alloy doors and window frames. Since January 2004, Mr. Wang has been the general manager of Deqing Hong Yuan Decoration Company Limited* (德清宏遠裝飾有限公司), a company primarily engaged in interior design and design and installation of steel and aluminium alloy doors and window frames.

On 8 November 2006, Mr. Wang was recognized as a construction engineer* (建築施工工程師) by Quzhou City Personnel Labour Social Security Bureau* (衢州市人事勞動社會保障局, currently known as Quzhou City Human Resources and Social Security Bureau* (衢州市人力資源和社會保障局)).

Mr. Chen Qi (陳琦), aged 43, was appointed as a Supervisor with effect from 11 March 2022. Mr. Chen graduated from the Zhejiang University of Technology (浙江工業大學) in 2004 and obtained a bachelor degree in arts (majoring in English). From 2004 to 2007, Mr. Chen studied at Université Paris VIII (majoring in plastic arts), where he obtained a bachelor degree in 2005 and a master's degree in 2007 respectively. From 2017 to 2020, Mr. Chen successively obtained a master's degree in management from McGill University, Canada and a master's degree in business administration from Zhejiang University (浙江大學).

From 2008 to 2011, Mr. Chen worked at MOBILIER EUROPEEN. From 2011 to 2013, he served as an advisory consultant of ABC Portage. From 2014 to 2016, Mr. Chen was an employee of ORPEA. From 2016 to 2020, Mr. Chen acted as the person-in-charge of the PRC office of Viab International. From August 2020 to January 2021, Mr. Chen served at Jinhui Micro-finance. Since February 2021, Mr. Chen joined the Company and was appointed as the assistant to the general manager and the head of the green-finance development department.

SENIOR MANAGEMENT

Ms. Yao Lifan (姚莉芬), aged 35, was appointed as a secretary to the Board with effect from 19 March 2021. Ms. Yao graduated from Keyi College of Zhejiang Sci-tech University and obtained a bachelor of journalism degree.

Ms. Yao has many years of experience in terms of investor relationship management and information disclosure. From August 2011 to December 2013, Ms. Yao served as the representative of securities affairs in Zhejiang Jolly Pharmaceutical Co., Ltd (a company listed on the Shenzhen Stock Exchange, stock code: 300181). From January 2014 to April 2014, Ms. Yao worked in Administration Department and Office of the Board of our Predecessor Company. From April 2014 to March 2021, Ms. Yao served as the representative of securities affairs of the Company. From April 2014 till now, Ms. Yao acted as deputy head officer and head officer in Administration Department (currently known as Office) of the Company successively.

In November 2011, Ms. Yao obtained a qualification certificate for secretary to board of directors* (董事會秘書資格證書) issued by the Shenzhen Stock Exchange. From June 2015 to July 2016, Mr. Yao attended core programmes of corporate business management of Zhejiang University and obtained a training certificate. From July 2017 to August 2018, Ms. Yao attended management related training of Fudan University and obtained a training certificate. From September 2020 to October 2021, Ms. Yao attended Enterprises Listing and Board Secretary Practice courses (企業上市與董秘實務課程) of School of Management of Fudan University.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

EXPLANATION ON REPORT PREPARATION

Scope of Report Time:

This report is an annual report with a time span between 1 January 2024 and 31 December 2024 (except when specifically indicated).

Scope of Report Organisation:

It covers Zuoli Kechuang Micro-finance Company Limited (the “**Company**”) and three subsidiaries (collectively, the “**Group**”).

Basis for Report Preparation:

This report is prepared based on The Stock Exchange of Hong Kong’s “Guide for Environmental, Social and Governance Reporting” (“**Guide for ESG Reporting**”).

Data Explanation:

In the report, some of the financial data is from the financial statements of Zuoli Kechuang Micro-finance Company Limited for 2024 (which have been audited by KPMG). Other data is mainly from the Group’s internal system and the statistics from the respective subsidiaries.

Guarantee Method for the Report:

The Company has completed the internal review of this report, and the report has been approved by the Board.

This report has been submitted to KPMG Huazhen LLP to conduct limited assurance on selected key data in accordance with the “Hong Kong Standard on Assurance Engagements 3000 — Assurance Engagements Other than Audits or Reviews of Historical Financial Information (Revised)” (HKSAE 3000).

Publication Method of the Report:

This report is published in printed form and electronic form, and the electronic form is available at the Company’s website (www.zlkcxd.cn).

Contact Method: Office of the Board of 佐力科創小額貸款股份有限公司 (Zuoli Kechuang Micro-finance Company Limited*)
Address: No. 399 Deqing Avenue, Wukang Road, Deqing County, Zhejiang Province
Postal Code: 313200
Tel: 0572-8219619

CHAIRMAN'S STATEMENT

In 2024, in the face of complex and changeable market and continuously strengthened regulatory requirements, the Company always focused on risk prevention and control, adhered to compliant and sound operation, practiced the development concept of "inclusiveness + green", basically realized risk control and maintained profitability.

Zuoli Kechuang Micro-finance Company Limited is the largest licensed micro-finance company in Zhejiang Province, and we are committed to providing financing solutions with flexible terms to AFR (三農) customers, SMEs and online retailers via rapid, effective and comprehensive loan assessment and approval procedures to meet different customers' needs. The Group always adheres to the concept of "compliant operation" and has continuously accumulated strong capital base to establish extensive customer bases in line with its business scale.

Since the inception of the Company, we proactively respond to the advocate of government policies on supporting "AFR (三農)". We place our business focus on helping farmers, agriculture and villages related operating activities, and seriously deals with the issue of difficult financing for local SMEs in Huzhou City. As such, the Company's key customers primarily consist of groups engaging in agriculture business, rural development activities, and residing in rural areas, SMEs and micro enterprises engaging in different industries, as well as online retailers engaging in the businesses of lifestyle products, agricultural products, cultural supplies and industrial products. To respond to the call of national environmental protection policies and the pilot green finance reform program in Huzhou, the Company set up exclusion lists and declined the provision of loans to those enterprises with high energy consumption, high pollution and high emission level. Meanwhile, we have insisted on green and scientific development, launched new green financial products, and actively granted green loans to the green project, ecological tourism, photovoltaic power generation, forestry seedling and other environmental-friendly and energy-saving industrial projects to promote the development of a green economy in the region.

In terms of the assumption of social responsibilities, the Company actively participated in the activity of "Winter Clothing Donation for Students in Yushu Primary School (為玉樹小學生捐冬衣)"; granted loans for the start-up of disadvantaged groups totalling RMB0.37 million and loans to the education system totalling RMB8.54 million. The Company strongly supported poverty-stricken students and provided interest-free student loans to them.

The Group strives to maintain a high standard of corporate governance. Adhering to protecting the lawful interests of our clients, anti-money laundering, anti-counterfeit money, combating illegal fund-raising and anti-corruption and anti-commercial bribery, the Group have implemented measures to strictly comply with the relevant legislations and regulations of the place where the Group's shares are listed on. Being a listed company, we put strong emphasis on safeguarding the interests of Shareholders. In order to ensure accountability system in the decision-making process of senior management, compliance with the internal control system and regulatory requirements, and the interests of shareholders, the Board of the Company has established the following committees: The Audit Committee, Remuneration and Appraisal Committee, Nomination Committee and Loan Approval Committee, and in 2024, it also established the ESG Sustainable Development Committee to better oversee the formulation and implementation of the Company's sustainable development strategy to address ESG-related issues.

In recent years, the Company has always been committed to its transformation to a green and sustainable development model. In the future, the Company will adhere to a "steady and prudent" approach, with high-quality development as its goal. It will consistently prioritize risk prevention and control as its foundation, while advancing green development as its direction. By deepening its focus on small and micro enterprises and AFR (三農) field, it will continue to fulfill its environmental and social responsibilities, contributing to Huzhou's green finance reform by exploring scalable and replicable practices, so as to drive high-quality regional economic growth.

1. ABOUT US

1.1. Company Profile

The Company (formerly known as “Deqing Zuoli Kechuang Micro-finance Company Limited* 德清佐力科創小額貸款有限公司”) was incorporated on 18 August 2011. On 28 April 2014, the Company was converted into a joint stock limited liability company. On 13 January 2015, the shares of 佐力科創小額貸款股份有限公司 (Zuoli Kechuang Micro-finance Company Limited*) were successfully listed on The Stock Exchange of Hong Kong Limited (stock code: 6866).

The Company is currently located in Deqing County, Huzhou City, Zhejiang Province. In 2015, the Company successfully acquired Deqing Jin Hui Micro-finance Co., Ltd (德清金匯小額貸款有限公司). In 2016, the Company successfully acquired Hangzhou High-tech District (Binjiang) Xingyao Pu Hui Micro-finance Co., Ltd (杭州市高新區(濱江)興耀普匯小額貸款有限公司). In terms of registered capital, the Group is currently the largest micro-finance company in Zhejiang Province.

Facing the current economic conditions, the Group is committed to serving small and micro enterprises and AFR (三農) customers and supporting the real economy, and adheres to our development strategies of enhancing professional development, win-win cooperation, green empowerment and digital empowerment:

- (1) Enhancing professional development. The Group focuses on our target customers and enhanced management by creating standardised products;
- (2) Win-win cooperation. Through self-development and cooperation with different platforms, the Group fully utilises cluster resources on social platforms;
- (3) Green empowerment. The Group actively responds to and implement the concept of green financial reforms and innovations to delve into the potential of green business;
- (4) Digital empowerment. The Group leverages digital empowerment to drive innovation so as to improve effectiveness and service quality through technological means.

1. ABOUT US (Continued)

1.1. Company Profile (Continued)

1.1.1. Corporate Culture

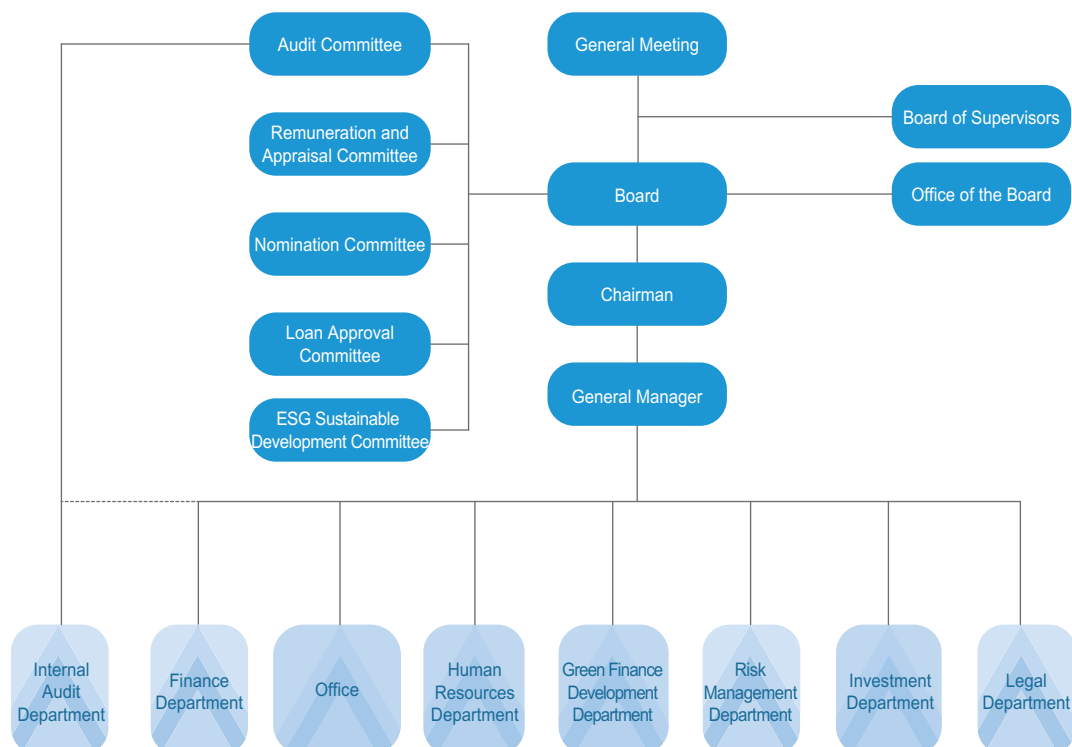
Corporate culture is the soft power of corporate development. Culture matching with the development of the Company will strengthen staff cohesion and encourage them to provide better services for achieving the Company's strategies. The Group continues to develop its business while emphasizing on cultivating corporate culture. The Group have already established a culture system focusing on vision, mission, core values, and philosophies of operational management, talent and responsibility.

Vision:	Creating a local financial organisation of green inclusiveness
Mission:	Practicing the philosophy of green inclusiveness, assisting in customers' development, concerning staff development, performing social responsibilities and enhancing Shareholders' value
Core Values:	Honesty, innovation, responsibility, win-win
Philosophy of Operational Management:	Stringent, flexible, efficient, united, sincere, amiable
Philosophy of Talents:	Without sticking only to one specific pattern and pay equal attention to ability and integrity to build a professional and diversified talent team
Philosophy of Responsibilities:	Developing innovative financing business, taking social responsibilities, promoting diversified development and practicing the philosophy of green inclusiveness

1.1.2. Corporate Governance

The Group is committed to maintaining a high standard of corporate governance and publicly safeguarding the interests of Shareholders. (Please refer to Corporate Governance Report for details)

Corporate Governance Structure:



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. ABOUT US (Continued)

1.2. Table of Key Performance

Key performance indicators ¹	Unit	2024	2023
Economic Performance			
Net interest income	RMB0'000	15,584	18,715
Total profit	RMB0'000	9,160	13,109
Net profit attributable to shareholders of the parent company	RMB0'000	6,244	9,265
Basic earnings per share	RMB	0.05	0.08
Total assets	RMB0'000	257,852	265,732
Total liabilities	RMB0'000	53,741	65,460
Impaired loan ratio	%	3.94	4.58
Provision coverage ratio	%	185.42	159.45
Social Performance			
Total taxes paid	RMB0'000	5,736	6,294
Total donations	RMB0'000	0	0
Total employees	person	77	86
Including: Male employees	person	36	41
Female employees	person	41	45
Ethnic-minority employees	person	1	1
Turnover rate of employees (under contracts)	%	10.47	18.09
Total training input	RMB0'000	5	5
Social contribution per share	RMB/share	0.15	0.19
Environmental Performance			
Remaining balance of internet loans	RMB0'000	2,547	2,696
Per capita urban electricity consumption	kWh/person	3,416.73	3,463.18
Per capita urban water consumption	ton/person	42.96	40.50
Per capita copy paper consumption	kilogram/person	2.81	2.61

¹ Indicators in the above table are data of "the Group"

1.3. Honours

The operational strategy of the Group is strengthening the leading role of the Group in the industry of microfinance companies in Zhejiang province, promoting the Group to become the first choice of non-bank credit for customers in its regions of operation. Additionally, the Group plays an active role in taking relevant environmental, social and economic responsibilities. The Group continues to reinforce corporate governance, strongly supports green development, education and "AFR (三農)" business in the regions of operation and provides the poor families and disabled with consolation funds in order to contribute our efforts to create a harmonious and sustainable social environment.

1. ABOUT US (Continued)

1.3. Honours (Continued)

During the reporting period, the Group received the following social recognitions:

In February 2024, the Company was recognised as an Outstanding Local Financial Organization in the National Green Finance Reform and Innovation in Huzhou in 2023 (2023年度湖州市國家綠色金融改革創新優秀地方金融組織);

In February 2024, the Company won the first prize of Financial Work in Deqing County in 2023 (德清縣2023年度金融工作一等獎);

In March 2024, the Company was recognized as a Benchmarking Enterprise in the Service Industry in Huzhou in 2023 (2023年湖州市服務業標杆企業);

In November 2024, the Company was awarded the “Grade A Outstanding Micro-finance Company of Zhejiang Province” (浙江省A級優秀小額貸款公司) by Zhejiang Provincial Financial Administration Bureau (浙江省地方金融管理局), while its subsidiaries Deqing Jinhui and Hangzhou Xingyao were granted Grade A+ and Grade A, respectively.

1.4. Analysis of Stakeholders

To promote the development of the Company, the Group further improved the communication with stakeholders and responded to demands of stakeholders in a timely and sincere manner in 2024.

The stakeholders identified by the Group include:

Stakeholders	Expectations and Demands	Forms of Communication	Response Measures
Government	<ol style="list-style-type: none"> Facilitating economic development Adhering to anti-corruption and clean governance Energy conservation and emission reduction Green operation Popularizing financial knowledge 	<ol style="list-style-type: none"> Government documents Interviews Reporting statistics National initiative Green charity activities 	<ol style="list-style-type: none"> Facilitating economic development of the regions of operation Supporting small and micro enterprises and AFR (三農) Steady increase in taxes paid Promoting paperless office Promoting energy conservation and emission reduction in operation

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. ABOUT US (Continued)

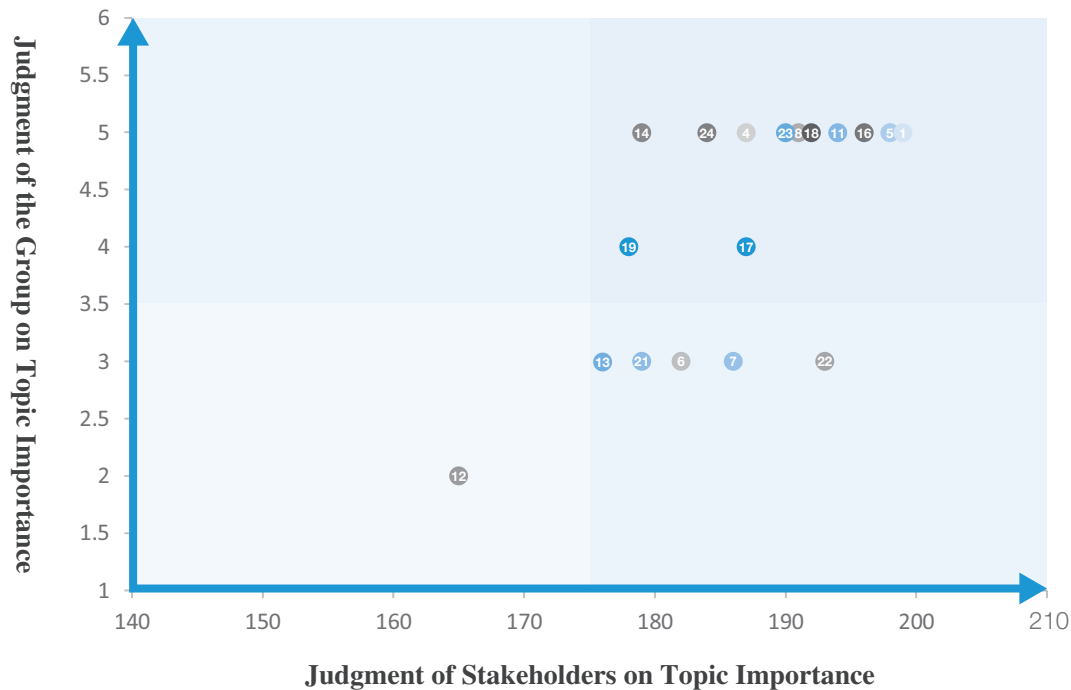
1.4. Analysis of Stakeholders (Continued)

Stakeholders	Expectations and Demands	Forms of Communication	Response Measures
Regulatory bodies	1. Compliance with regulations	1. Policies and regulations	1. Refined corporate governance
	2. Risk management and control	2. Year-end appraisal	2. Compliance with regulatory policies and regulations
	3. Order maintenance in financial sector	3. Industry conference	3. Stringent control of risk
		4. Work reporting	4. Cooperating in assessment
Shareholder	1. Refining of corporate governance	1. General meeting	1. Steady operation, refined allocations of dividends
	2. Outstanding investment return	2. Periodic announcements	2. Improving operational performance
Customer	1. Customer information security	1. Customer feedbacks	1. Using technological means to empower financial services
	2. Digital empowerment	2. Establishment of customer complaint mechanism	2. Better protection of customer interests
	3. Support for small and micro enterprises and AFR (三農)	3. Official website	3. Better service quality
	4. Developing green loans	4. Third party platform	4. Increasing loans to small and micro enterprises, AFR (三農) and green sector
	5. Better customer services		5. Providing supporting loans for the disadvantaged
	6. Assisting the disadvantaged		6. Improving the information disclosure process
	7. Information disclosure		
	8. Financial innovation		
Supplier	Fair procurement	1. Procurement information	1. Refined management system of suppliers
		2. Negotiation	2. Establishment of long-term partnership with suppliers
		3. Procurement contract	
Employee	1. Staff career development	1. Employee representatives' congresses	1. Safeguarding basic interests of staff
	2. Safeguarding of staff interests	2. Periodic internal communication	2. Organizing cultural and sports activities and trainings
	3. Staff remuneration and benefits	3. Internal training and team development	3. Listening to employee viewpoints
	4. Staff trainings		4. Refined remuneration and incentive schemes
Community	Charity and public benefit activities	1. Field visits	Organizing charity and donation activities
		2. Charitable donations	

1. ABOUT US (Continued)

1.5. Importance Analysis Matrix

The Group identified topics according to the requirements under Guide for ESG Reporting and survey results after considering the demand of stakeholders and the long-term strategic development of the Company.



Importance analysis matrix

- | | | | |
|------------------------------------|---------------------------------|--|--|
| ① Customer information security | ② Better customer services | ③ Adhering to anti-corruption and clean governance | ④ Safeguarding of staff interests |
| ⑤ Compliance with operation | ⑥ Staff incentives | ⑦ Order maintenance in financial sector | ⑧ Refining of corporate governance |
| ⑨ Information disclosure | ⑩ Support for the disadvantaged | ⑪ Risk management and control | ⑫ Charity and public benefit activities |
| ⑬ Popularizing financial knowledge | ⑭ Staff trainings | ⑮ Green operation | ⑯ Support for small and micro-enterprise and AFR |
| ⑰ Digital empowerment | ⑱ Developing green loans | ⑲ Staff career development | ⑳ Facilitating economic development |
| ㉑ Fair procurement | ㉒ Outstanding investment return | ㉓ Financial innovation | ㉔ Energy conservation and emission reduction |

2. ECONOMIC RESPONSIBILITIES

As one of the provinces with smallest difference in the degree of economic development inside province in the PRC, especially as a demonstrating area for pursuing the national goal of common prosperity, Zhejiang Province mainly relies on the robust growth of SMEs in its economic development. Along with the gradual transformation of the economic development pattern in the PRC, diversified and dynamic SMEs and micro enterprises play more and more vital roles in the market.

The rapid growth of the Group in a short period relied on the support of the regional economy. Being one of the few listed companies in Huzhou City, the Group, with its responsibilities lay in supporting the economic development and improving the livelihoods in the regions of operation, is committed to providing finance services to customers, especially SMEs, which has not only provided a more convenient financing channel for SMEs, but also achieved mutual benefits and win-win situations between the Group and its customers.

2. ECONOMIC RESPONSIBILITIES (Continued)

The Group strove to explore a better way for developing green finance based on the development of inclusive finance. In May 2023, the Group became the first green micro-finance company in Huzhou City, which makes it clearer that the Group will explore a replicable and spreadable green micro-finance model, so as to develop with “green” empowerment. Meanwhile, the Company will insist on the inclusive concept to provide service and support for “AFR (三農)”, real economy and green industry.

2.1. Promoting economic development

2.1.1. Supporting local economic development

According to the requirements of Zhejiang Provincial Financial Regulatory Bureau (浙江省地方金融監督管理局), non-online loans of micro-finance companies can only be invested in their regions of operation (the regions of operation of the Group are Huzhou City and Binjiang District, Hangzhou City). Therefore, non-online loans of the Group can efficiently promote the economic growth of our regions of the operation.

As of 31 December 2024, the balance of non-online loans of the Group was RMB2,615.07 million (excluding accrued interests), representing a decrease of RMB58.86 million as compared with the balance of non-online loans of RMB2,673.93 million (excluding accrued interests) as of 31 December 2023.

2.1.2. Supporting real economies

For the purpose of meeting the genuine demand of diversified and differentiated customers and contributing to the development of real economies, various corporate loan balances granted by the Group for supporting real economies amounted to RMB1,219.18 million (excluding accrued interests) as of 31 December 2024, representing an increase of RMB72.21 million as compared to that of RMB1,146.97 million (excluding accrued interests) as of 31 December 2023.

2.1.3. Supporting the growth of micro-to-small enterprises

The Group has adhered to the idea of supporting the growth of micro-to-small enterprises in our operation. In the extent of efficient risk management control, the loan balance granted by the Group to sole proprietors amounted to RMB864.09 million (excluding accrued interests) as of 31 December 2024, representing a decrease of RMB41.12 million as compared with RMB905.21 million (excluding accrued interests) as of 31 December 2023.

2.1.4. Supporting “AFR (三農)” development

China is a large agricultural country, however, the “AFR (三農)” issues faced by the PRC require prompt solutions. In 2024, under the premise of effective credit risk control, the Group actively involved in promoting development of “AFR (三農)” business in the regions of operation through various measures. As of 31 December 2024, the Group’s offline loan balance for “AFR (三農)” amounted to RMB2,284.95 million (excluding accrued interests), decreased by RMB48.17 million as compared to that of RMB2,333.12 million (excluding accrued interests) in 2023.

2. ECONOMIC RESPONSIBILITIES (Continued)

2.1. Promoting economic development (Continued)

2.1.5. Supporting green development

As a green micro-finance company in Huzhou City, the Company adheres to green oriented and scientific development, and grants green loans to the green project, environmentally-friendly materials, photovoltaic projects, forestry seedling and other environmental-friendly and energy-saving industrial projects, aiming to help customers develop or optimise low-carbon and environment-friendly products and further promote their green transformation. Currently, the Company has developed green project products in the areas of distributed photovoltaic power generation, energy-saving home appliances, energy-saving building materials, water-saving agriculture and new energy-saving materials. As of 31 December 2024, the balance of green loans of the Group is RMB797.10 million (excluding accrued interest), representing an increase of RMB116.39 million as compared with the balance of green loans of RMB680.71 million (excluding accrued interests) in 2023.

2.2. Facilitating improvement in livelihood

The Group has been placing great concerns on the development of educational business, and endeavoured to satisfy the capital needs required by developing educational business. As of 31 December 2024, the loan balance for educational business of the Group amounted to RMB0.81 million (excluding accrued interests), representing an increase of RMB0.47 million as compared with the loan balance for educational business of RMB0.34 million (excluding accrued interests) in 2023. In 2024, the Group granted interest-free loans in an accumulated amount of RMB0.32 million to poverty-stricken university students in cooperation with charity organizations.

2.3. Digital Empowerment and Green Empowerment

On 29 October 2020, the Recommendations of the Central Committee of the Communist Party of China for Formulating the 14th Five-Year Plan for Economic and Social Development and Long-Range Objectives through the Year 2035 was officially released, proposing to improve the level of financial technologies and enhance financial inclusiveness.

On 1 March 2021, the Regulations on the Promotion of Digital Economy in Zhejiang Province (《浙江省數字經濟促進條例》) officially came into effect, which clarified the goal of building a digital economy in Zhejiang Province, and proposed to accelerate the development of digital economy and build a high ground for global digital transformation.

The Group actively advanced the transformation to green micro-finance by integrating green services into the entire loan process using the green loan information management system, which was independently developed by the Company. The system conducts intelligent identification of green loans based on data on the environment, policies, industries and enterprises, and it is the first green system in the micro-finance industry in China to receive a national software copyright certificate.

The Group actively cooperates with international investors to introduce international green ideas and technologies. GCPF (Global Climate Partnership Fund) and DEG (a wholly-owned subsidiary of KfW (德意志復興銀行)) have launched TA technical assistance projects for the Group. The Group engaged IPC (a German professional credit consultancy firm) and PRA (a Hong Kong professional credit consultancy firm) to provide professional training and advice on the Group's green loans in terms of assessment and measurement of carbon dioxide emission reduction and construction of environmental and social management systems ("ESMS"), so as to stimulate and motivate the Group to continuously improve its green capacity building. Meanwhile, the Company proactively organized professional trainings and internal trainings on ESG and ESMS works for the members of the Board, the senior management and its staff, aiming to enhance the awareness of all the staff on green development.

3. ENVIRONMENTAL RESPONSIBILITY

Since the early stage of incorporation, the Group has regarded the environmental and resource protection as our essential responsibility. The Group has been strictly complying with relevant legislations and regulations such as the Atmospheric Pollution Prevention and Control Law of the People's Republic of China (《中華人民共和國大氣污染防治法》), the Environmental Protection Law of the People's Republic of China (《中華人民共和國環境保護法》), the Energy Conservation Law of the People's Republic of China (《中華人民共和國節約能源法》) and the Water Law of the People's Republic of China (《中華人民共和國水法》).

The Group pays attention to the impact of daily operations on the environment and society, and strives to set a role model for society. While operating business, the Group works hard to meet the interests of economy, environment, society and corporate governance to achieve the best balance. To this end, the Group has set up an ESG sustainability committee of the Board with terms of reference, formulated and optimized the Environmental, Social and Governance Policies and Procedures Manual (《環境、社會及管治政策和程序手冊》) and the Environmental and Social Management System (《環境和社會管理體系》) to make clear regulations and requirements on the environmental, social and governance aspects to support the long-term development of the Company.

The Group strictly implemented the waste sorting system according to the Guidelines for the Sorting and Disposal of Domestic Waste in Deqing County (《德清縣生活垃圾分類投放指南》), and added waste sorting bins. Meanwhile, it carried out publicity, education and advocacy work on waste sorting within the Group to enable employees to establish environmental awareness of waste sorting.

3.1. Green operation

The Group applied the ideas of environmental protection in the operation. As enterprises with “three high emission indicators” (high pollution, high energy consumption, high emission) were the main sources of environmental pollutants, the Group did not provide any financial support to those enterprises, but tried to provide more convenient financial services and provide customers' sharing and assistance on ESG works to enterprises engaging in businesses which are beneficial to landscaping such as distributed photovoltaic power generation, energy-saving home appliances, energy-saving building materials. In this regard, the Group has updated its environmental and social policy and exclusion list to further clarify the investment direction of loans.

The Group conducts environmental and social risk due diligence on the customers to whom the GCPF foreign green bond funds (GCPF外債綠色專項資金) are allocated, so as to timely identify customers' environmental and social issues to be improved, such as the need to improve emergency plans, improve human resources policies and amend environmental assessment registration. At the same time, based on the identified issues, we also develop environmental and social action plans for our customers and set timelines for improvement. In addition, to better monitor the green operation status of our customers, the Group has included comprehensive environmental and social clauses in customer loan contracts, including requiring customers to submit environmental and social related (ES) incident reports and fill out ES questionnaires annually.

3. ENVIRONMENTAL RESPONSIBILITY (Continued)

3.2. Emission²

"Travelling by green method — Start from me" is the idea of environmental protection of the Group. The Group believes that the essential solution to improving air quality lays in the reduction of harmful gas emission. Accordingly, the Group formulated policies and insisted to pay great attention on the vehicle conditions in the environmental aspect when procuring vehicles for corporate use in daily operation. Also, the Group minimised its frequency of vehicle uses and encouraged its employees to travel by public transports in order to make our best effort to cultivate a good environment.

As of 31 December 2024, the Group did not emit any hazardous and non-hazardous wastes.

The Group promotes environmental improvement with financial services. As of 31 December 2024, 22 photovoltaic power generation projects funded by the Group's loan have been completed, with a total capacity of 13.47 MW. It is calculated that the annual power generation capacity of the 13.47 MW photovoltaic projects is approximately 13.47 million kWh, which would save approximately 4,115 tons of standard coal and reduce carbon dioxide emissions by approximately 10,123 tons per year.

Waste gas emission ³ :	Unit	2024	2023
Nitrogen Oxides (NO _x) emission of vehicles	kilogram	43.57	83.12
Emission of Nitrogen Oxides (NO_x)	kilogram	43.57	83.12
Sulphur dioxide (SO ₂) emission ⁴	kilogram	0.08	0.14
Particulate emission ⁵	kilogram	4.16	7.94
Emission of greenhouse gas ⁶ :	Unit	2024	2023
Direct greenhouse gas emission of fuels in stationary sources (CO ₂ equivalent)	ton	3.08	3.43
Direct greenhouse gas emission of vehicles (CO ₂ equivalent)	ton	12.17	21.69
Direct greenhouse gas emission and reduction (CO ₂ equivalent)	ton	15.25	25.12
Energy indirect greenhouse gas emission (CO ₂ equivalent) ⁷	ton	213.77	241.92
Other indirect greenhouse gas emission (CO ₂ equivalent) ⁸	ton	2.31	1.78
Total greenhouse gas emission (CO₂ equivalent)	ton	231.33	268.82
Greenhouse gas emission per capita (CO ₂ equivalent)	Ton/person	3.00	3.13

3. ENVIRONMENTAL RESPONSIBILITY (Continued)

3.2. Emission (Continued)

- ² The calculation of emissions is mainly with reference to the "Reporting Guidance on Environmental KPIs", published by HKEx
- ³ Figures in the above table are data of "the Group"
- ⁴ Mainly refers to sulphur dioxide (SO₂) emission of vehicles
- ⁵ Mainly refers to particulate emission of vehicles
- ⁶ Figures in the above table are data of "the Group"
- ⁷ Mainly includes greenhouse gas emission of electricity consumption
- ⁸ Mainly includes greenhouse gas emission resulted from public transports

3.3. Use of Resources

The Group conserves water and electricity in the operation: in order to further increase the environmental awareness of our staff, the Group included the concepts of conserving water, resources, and electricity and avoiding wastage in written form in our company constitution, specifically including the conditions and principles of using high electrical consumption appliances such as air conditioners, computers and lamps. Meanwhile, the Group required the staff to save water. The Group's water consumption per capita in 2024 was 42.96 tons/person.

The Group obtains water from the water company within its jurisdiction.

As of 31 December 2024, the Group did not produce any finished products, and did not use any packaging materials for finished products.

Use of resources ⁹	Unit	2024	2023
Electricity consumption	kWh	263,088.17	297,833.35
Electricity consumption per capita	kWh/person	3,416.73	3,463.18
Oil consumption	litre	5,156.29	9,191.69
Oil consumption per capita	litre/person	66.96	106.88
Gas consumption	cubic meter	1,425.52	1,583.75
	cubic meter/		
Gas consumption per capita	person	18.51	18.42
Water consumption	ton	3,307.84	3,485.49
Water consumption per capita	ton/person	42.96	40.53
Copy paper consumption	kilogram	216.11	224.84
Copy paper consumption per capita	kilogram/person	2.81	2.61

⁹ Figures in the above table are data of "the Group"

4. SOCIAL RESPONSIBILITIES

4.1. Staff

Staff is not only a component of the operation of the Company, but also a base for establishing long-term relationship with customers. Meanwhile, staff's action represents the corporate image of the Group at all times. The core of human resource works of the Group is to attract and retain talents. The Group facilitated the staff career development through comprehensive performance assessment system and effective communication mechanisms, improved their competency through staff trainings, and propelled long-term vocational development of the staff through staff promotion system.

The Group strictly complied with the relevant legislations and regulations such as the Labor Contract Law of the People's Republic of China (《中華人民共和國勞動合同法》), the Labor Law of the People's Republic of China (《中華人民共和國勞動法》) and Social Insurance Law of the People's Republic of China (《中華人民共和國社會保險法》), amongst other related regulations.

The Group respects gender, age, ethnicity and religion of every individual staff. Discrimination against individual difference among staff is strictly prohibited. The Group strictly complied with the relevant legislations and regulations and strictly prohibited the employment of child labour or forced labour. As of 31 December 2024, the Group did not employ any child labour or forced labour. Meanwhile, for the sake of protecting the rights and interests of female employees, the Group included specific measures for protecting the rights and interests of female employees into its systems, including the strict implementation of maternity leave, the setting up of a complaint mechanism for sexual harassment cases, etc.

The Group paid attention to the work-life balance of staff. We also led our staff to reward the society through various channels.

Statistics of staff ¹⁰	Unit	2024	2023
Male staff	person	36	41
Female staff	person	41	45
	person	77	86
Ethnic minorities	person	1	1
Han ethnic group	person	76	85
	person	77	86
Master's degree	person	4	4
Bachelor's degree	person	48	51
Tertiary education level	person	18	21
Below tertiary education level (exclusive)	person	7	10
	person	77	86
30 years old and below	person	14	19
31–40 years old	person	43	44
41–50 years old	person	13	16
51 years old and above	person	7	7
	person	77	86

¹⁰ Figures in the above table are data of "the Group"

4. SOCIAL RESPONSIBILITIES (Continued)

4.1. Staff (Continued)

Statistics of staff (Continued)	Unit	2024	2023
Within Zhejiang province	person	74	82
Outside Zhejiang province	person	3	4
	person	77	86
Contracted staff	person	77	86
Resigned staff	person	9	17
Turnover rate of male staff	%	12.20	5.13
Turnover rate of female staff	%	8.89	27.27
Turnover rate of staff within Zhejiang Province	%	9.76	16.85
Turnover rate of staff outside Zhejiang Province	%	25.00	40.00
Turnover rate of staff of 30 years old and below	%	0.00	14.81
Turnover rate of staff of 31–40 years old	%	6.52	13.95
Turnover rate of staff of 41–50 years old	%	11.76	15.79
Turnover rate of staff of 51 years old and above	%	44.44	80.00
Staff turnover rate	%	10.47	18.09

4.1.1. Communication

Effective communication mechanism helps to ease doubts in staff career development and encourages our staff to devote into their work. The Group gathers opinions on the Company's development and culture from our staff every year by various means, including quarterly conferences between departmental management and staff, staff development activities, "Lectures from senior management*" (高管一堂課), staff trainings.

The management of the Group informs staff the latest development status and future development planning of the Company in a timely manner. The Group believes that efficient two-way communication between the management and staff is an indispensable element of the sustainable development of the Company.

4.1.2. Staff career development

The Group sets up comprehensive performance assessment system and administrative measure for promotion to encourage our staff to improve their performance. The Group also provides clear promotion ladders for our staff.

For business departments, the Group assesses staff performance by specific performance indicators of different business lines. For non-business departments, the Group assesses staff performance and ability by KPI (key performance indicator).

4. SOCIAL RESPONSIBILITIES (Continued)

4.1. Staff (Continued)

4.1.3. Training

Staff training ¹¹	Unit	2024	2023
Total training expense	RMB0'000	5	5
Training participants	person-time	663	735
Training expense per capita	RMB'000/person	0.66	0.59
Total training time	hour	99	97
Training time per capita	hour/		
	person-time	2.22	1.83
Number of senior staff participating in training	person	5	6
Training time of senior staff per capita	hour/		
	person-time	2.46	2.29
Number of middle staff participating in training	person	23	21
Training time of middle staff per capita	hour/		
	person-time	2.14	1.91
Number of junior staff participating in training	person	38	56
Training time of junior staff per capita	hour/		
	person-time	2.25	1.77
Number of male staff participating in training	person	27	31
Training time of male staff per capita	hour/		
	person-time	2.31	1.83
Number of female staff participating in training	person	39	44
Training time of female staff per capita	hour/		
	person-time	2.15	1.83
Number of contracted staff participating in training	person	66	83

¹¹ Figures in the above table are data of "the Group"

The Group devotes adequate resources to staff trainings on professional skills, operation process of the Company, knowledge, corporate culture and morality every year in order to enhance our staff's abilities and the social influence of the Group, including staff induction trainings and several professional skill trainings after induction every year.

In 2024, the Group held internal training for employees on "Interpretation of the New Company Law (新公司法解讀)", "Impact of the New Company Law on Micro-finance Business and Response Strategies (新公司法對小額貸款業務的影響與應對策略)", "Summary Analysis of Anti-money Laundering Regulatory Penalties in 2023 (2023年度反洗錢監管處罰匯總解析)" and "Anti-Money Laundering Case Study (反洗錢案例學習)". Furthermore, the Group offered a number of English learning courses and organised several English Corners for its employees with an aim to improve their English language level and proficiency for a better adaptation to international development. Meanwhile, for the green loan, we provided "Market Research and Product Development on Energy and Energy Efficiency (關於能源、能效市場研究及產品開發)", "GCPF Baseline Definition Report (GCPF基線界定報告)" and "ESMS Special Training (ESMS專題培訓)" to employees to sufficiently promote their overall green capability construction standard.

4. SOCIAL RESPONSIBILITIES (Continued)

4.1. Staff (Continued)

4.1.4. Remuneration and benefits

The Group provides attractive remuneration packages. Also, the Group will show its best wishes and present a gift for every staff of the Group on their birthdays, and prepares benefits for employees on important festivals such as the 8th of March, Dragon Boat Festival, Mid-Autumn Festival and Spring Festival.

Pursuant to the requirements of Chapter 9 of the Labor Law, the Group is obliged to make timely and full contributions to “five insurance and one fund” (pension insurance, medical insurance, unemployment insurance, injury insurance, maternity insurance and housing provident fund) for all staff in accordance with local standards. The Group arranged working and resting time of staff pursuant to the requirements of Chapter 4 of the Labor Law in the aspects of working time, working intensity and official holidays. The Group also provides paid holidays to eligible staff.

4.1.5. Work-life balance

A good balance between work and life is beneficial to facilitate staff's better performance. Apart from strict compliance with the relevant requirements of national official holidays, the Group organises various recreational activities for its staff every year.

In February 2024, the Group organised the “Joy Lantern Festival in the Year of Dragon (龍氣滿滿 喜鬧元宵)” activity. In March 2024, the Group organised “Not defined by Age, Zuoli is Beautiful because of You (不被年齡定義 佐力因你而美)” activity for Women's Day. In June 2024, the Group organised the “Sweet Zuoli on Dragon Boat Festival (香約佐力 濃情端午)” activity. In August 2024, the Group organised a corporate open day activity of “Zuoli is Grateful to have You (佐力有我 感恩有你)”. In September 2024, the Group organised the “Mid-Autumn Festival Celebration at Zuoli (月滿中秋 情滿佐力)” activity.

4.1.6. Occupational health and safety

Occupational health and safety of the staff are always concerns of the Group. During the reporting period, the Group provided body checks for staff and encouraged them to participate in cultural and sports activities for their health. The Group formulated regulations and organised staff trainings to increase their abilities of prevention from and emergency response to fire, thus lowering the risk of occupational safety of the staff. Meanwhile, the Group invited lawyers to carry out training on “prevention of financial fraud” for employees to enhance their awareness of risk prevention in work and life.

4.2. Suppliers

The Group has a total of 8 suppliers, all are from Yangtze River Delta regions. Suppliers mainly provided document management, healthcare services and software technology services to the Group. Effective supply chain management is vital to the Group's operation.

Although supply chain management is not a main scope of the Company's operation as a service company establishing long-term and stable partnerships with suppliers will enhance the public image of the Company, and thus minimise the operational risk and thereby facilitate the Company's growth. For this purpose, the Group has formulated relevant guidelines of assessment, selection and supervision of suppliers. For assessing suppliers, the Group set multi-dimensional standards and different weights in the aspects of quality, price, health, environment, safety and morality. In judging suppliers, the Group strictly complies with the standards to select qualified and high-quality suppliers. The Group not only assesses their performance according to the assessment standards, but also flexibly considers their reputation and suitability to establish long-term and stable partnerships. In relation to substantial procurement or infrastructure projects, the Group has specific bidding policies to ensure fairness and equity. After confirming the suppliers, the Group will continue to supervise their performance and periodically conduct sample checking to ensure their performance meet the assessment standards of the Company.

4. SOCIAL RESPONSIBILITIES (Continued)

4.3. Customers

The Group adheres to the principle of anti-discrimination, and reject to provide unequal services to customer because of their gender, age, ethnicity and religious belief. The loans obtained by the Group in cooperation with Triple Jump will be dedicated to women, thus to fully support women and women entrepreneurs, and empower women economy.

For the purpose of improving the service quality of the Group, the Group conducts site visits and regular visits in order to understand the actual demands and development targets of our customers. By establishing long-term and good relationships with customers, the Group efficiently supports the economic development of the regions of operation and indirectly facilitates employment of those regions. Meanwhile, the Group proactively acquires customer feedbacks, including surveys and feedbacks from phone interviews.

Opinions of customers are mainly gathered by staff of each business unit. By setting procedures of customer complaints, the Group ensures customers' opinions are efficiently collected and handled. Senior management will regularly review the suggestions from customers to learn from experience and recommend improvements to our staff, thereby improving the quality of service of the Group.

The Group insists to provide clear, transparent and comprehensive information to our customers. The Group introduces the clauses, articles and categories of our products to our customers in details.

4.3.1. Customer information security

The Group strictly complies with The Law of The People's Republic of China on Protection of Consumer Rights (《中華人民共和國消費者權益保護法》), the Company Law of the People's Republic of China (《中華人民共和國公司法》) and the Contract Law of the People's Republic of China (《中華人民共和國合同法》). In order to protect the legal interests of customers and secure business secrets of the Company, the Group has signed relevant confidential agreements with staff, and regulated the confidential obligations of staff in the Environmental, Social and Governance Policies and Procedures Manual (《環境、社會及管治政策和程序手冊》) and the Administrative Measures for Information Disclosure (《信息披露管理辦法》). Leakage and collection of customer information for private uses are strictly prohibited. The Group arranges special archives room and archivist to centrally manage customer information. Access of customer information requires the written approval of general manager or deputy manager on the receipts.

4.3.2. Information disclosure

The Group is in strict compliance with the Advertising Law of the People's Republic of China (《中華人民共和國廣告法》) and Regulations on Control of Advertisement (《廣告管理條例》) of the State Council. The Group formulated the Administrative Measures for Information Disclosure (《信息披露管理辦法》) to ensure the information in external advertisements is consistent and factual. Additionally, there are regulations on obligations, content, working procedures, permissions and allocation of duties of all related parties of information disclosure. For the Group's inside information, in order to maintain the fairness principle for information disclosure, prevent the abuse of the right to know and leak of inside information by relevant informed person, we have set up a registration form for informed person of inside information to keep independent record for each case. Disclosure of information on websites, Wechat or other media platforms requires the approval of the Board Office and the Board Secretary.

4. SOCIAL RESPONSIBILITIES (Continued)

4.3. Customers (Continued)

4.3.3. Better customer services

The Group is committed to providing a comfortable and safe environment for customers.

Customer services provided by the Group:

1. Environment aspect: refreshment and publication are provided for customers to create a good consultation environment;
2. Communication service: 400 telephone services, including business consultation, customer interviews, handling of complaints; company mailbox and investor phone service, providing investors with consultation services; and confirmation of lending information with the customers by phone and SMS reminders of repayment date and amount for the customers and etc;
3. Advertisement service: brochures, Wechat push and the road shows for products and services of the Company;
4. ES Action Plan: The Group conducts environmental and social risk due diligence on relevant customers, so as to timely identify customers' environmental and social issues to be improved, and at the same time, we also develop environmental and social action plans for our customers to support their green operation based on the identified issues.

4.4. Other social responsibilities

4.4.1. Product liabilities

The Group has devoted in providing grants and loans for poverty-stricken university students since its incorporation. In 2024, the Group granted RMB320 thousand interest-free loans for poverty-stricken university students accumulatively in the cooperation with the charity organizations.

4.4.2. Adhering to anti-corruption and clean governance

After launching of eight policies of the Central government, the Group actively responded to the calls for people-orientation and rectification measures of undesirable trends like idleness and luxury. A practical and efficient operation is achieved in every aspect of the Company's operation to avoid extravagance and waste. In addition, the Group carried out internal punishment and prevention of corruption in the Company and fought against bribery. As of 31 December 2024, there was neither corruption in the Company, nor any concluded legal cases regarding corrupt practices brought against the Group or its staff.

4. SOCIAL RESPONSIBILITIES (Continued)

4.4. Other social responsibilities (Continued)

4.4.2. Adhering to anti-corruption and clean governance (Continued)

The Group integrates integrity construction into our corporate governance. The Company combines integrity culture into work and life of employees through explicitly promoting integrity culture and training on financial professional ethics, so as to practically strengthen the promotion of integrity culture and incorporate integrity and self-discipline of employees into our rules and regulations.

Since the date of incorporation of the Group, the Group has regarded “compliance operation” as its credo. We believe that compliance and regulated operation are the solid bases for the robust development of the Company. The Group strictly complies with the laws and regulations of anti-commercial bribery. All staff is prohibited to accept and give presents from and to customers or attend any consumption and entertainment activities provided by the customers; the Group will sign the “Declaration of anti-commercial bribery” with every customer before granting loans; the Group insists on anti-money laundering, anti-counterfeit money, anti-illegal fund-raising, anti-corruption and anti-commercial bribery, sticking to the principle of compliance operation. In 2024, the Group organised a number of special trainings on anti-terrorism and anti-money laundering to enhance awareness of its employees.

5. PROSPECT

The year 2025 is a closing year for the in-depth implementation of the 14th Five-Year Plan. Looking into 2025, the Group will adhere to continue serving the real economy, serving the “AFR (三農)”, supporting the business development of small-to-medium and micro enterprises. Based on compliance, the Group will comprehensively control and analyze financial risks. Meanwhile, The Group will continue to adhere to green development. On the one hand, it will continuously promote green operations and green offices to gradually develop a green and low-carbon working and living styles; on the other hand, the Group will actively respond to the national “30 • 60” dual carbon target, continue to adhere to the development of innovative green products and service, and continue to expand green loans, with an aim to forming a replicable and extendable green microfinance standard, and through a series of technical support, build an industry-leading demonstration micro-finance company in terms of green finance as a way to make contributions to the sustainable development and the goal of common prosperity in Zhejiang Province, the goal of building the demonstration area of green finance reform in Huzhou and the United Nations Sustainable Development Goals (SDGs).

5. PROSPECT (Continued)

5.1. Enhancing the brand value

In 2025, the Group will continue to improve the quality of customer services, and continue to make its contribution in local economic constructions by continuous increasing supports for “AFR (三農)”, real economy and loans to small-to-medium and micro enterprises.

The Group will continue to develop diversified green loan products, and assist in green transformation of customers.

Supporting disadvantaged groups, developing green loans and loans dedicated to women will also be the cause of the Group.

5.2. Promoting harmony and integrity

In 2025, the Group will further incorporate integrity into corporate governance and continue to provide customer services with self-regulation and integrity. The Group will also reinforce policies and measures of anti-corruption and commercial bribery, with an aim to enhance the risk control ability of the Group.

The Group will further strengthen and refine the relevant mechanisms for mutual assistance and promoting career development of the staff, enhancing their pride and cohesion of the Company.

Attachment 1: References to ESG Guide

Number	Details	Place of Disclosure
A1.1	The types of emissions and respective emissions data.	Page 43: Waste gas emission
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions in total (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Page 43: Emission of greenhouse gas
A1.3	Total hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Not applicable
A1.4	Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Not applicable
A1.5	Description of emission target(s) set and steps taken to achieve them.	Page 43: 3.2. Emission
A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Not applicable
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	Page 44: Use of Resources
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Page 44: Use of Resources
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Page 44: Use of Resources
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Page 44: Use of Resources
A2.5	Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced.	Not applicable
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Page 42: Green operation; Page 43: Emission; Page 44: Use of Resources.
A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Not applicable
B1.1	Total workforce by gender, employment type (for example, full- or part- time), age group and geographical region.	Page 45: Statistics of staff
B1.2	Employee turnover rate by gender, age group and geographical region.	Page 46: Statistics of staff
B2.1	Number and rate of work-related fatalities occurred in the past three years, including the reporting year.	Not applicable
B2.2	Lost days due to work injury.	Not applicable
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Page 48: 4.1.6. Occupational health and safety
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Page 47: Staff training
B3.2	The average training hours completed per employee by gender and employee category.	Page 47: Staff training
B4.1	Description of measures to review employment practices to avoid child and forced labour.	Not applicable
B4.2	Description of steps taken to eliminate such practices when discovered.	Not applicable

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

Number	Details	Place of Disclosure
B5.1	Number of suppliers by geographical region.	Page 48: 4.2. Suppliers
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Page 48: 4.2. Suppliers
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Not applicable
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Not applicable
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable
B6.2	Number of products and service related complaints received and how they are dealt with.	Page 49: 4.3. Customers
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Not applicable
B6.4	Description of quality assurance process and recall procedures.	Not applicable
B6.5	Description of consumer information protection and privacy policies, and how they are implemented and monitored.	Page 49: 4.3.1. Customer information security
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Not applicable
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Page 50: 4.4.2. Adhering to anti-corruption and clean governance
B7.3	Description of anti-corruption training provided to directors and staff.	Not applicable
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Page 50: 4.4.1. Product liabilities
B8.2	Resources contributed (e.g. money or time) to the focus area.	Page 50: 4.4.1. Product liabilities

REPORT OF THE DIRECTORS

The Directors are pleased to present the report together with the audited financial statements of the Group for the year ended 31 December 2024.

PRINCIPAL PLACE OF BUSINESS

The Company was incorporated in the PRC. The Company's principal place of business and its registered office in the PRC is situated at No. 399 Deqing Avenue, Wukang Road, Deqing County, Huzhou City, Zhejiang Province, the PRC and its principal place of business in Hong Kong is situated at Suite 2703, 27th Floor, Shui On Centre, 6–8 Harbour Road, Wanchai, Hong Kong.

PRINCIPAL ACTIVITIES

We provide financing solutions to customers engaged in AFR (三農), SMEs, micro enterprises and online retailers engaging in the businesses of lifestyle products, agricultural products, cultural supplies and industrial products, to meet their short-term financing needs. Besides, as the green micro-finance company in Huzhou, we actively explored green micro-finance model, granted green finance to green industries or sectors including ecology, agriculture, forestry, animal husbandry and fishery, development and use of new energy, technological improvement of energy conservation and emission reduction, as well as transition economy.

BUSINESS REVIEW

The business review of the Group for the year ended 31 December 2024 is set out in the sections headed "Chairman's Statement", "Financial Summary", "Management Discussion and Analysis" of this report and the paragraphs below.

The Group complies with the requirements under the Companies Ordinance, the Listing Rules and the SFO for the disclosure of information and corporate governance. Important events affecting the Group are provided under the paragraph headed "Events After The Reporting Period" in the section headed "Report of the Directors" of this report.

PRINCIPAL RISKS AND UNCERTAINTIES

The following lists out the principal risks and uncertainties facing the Group.

Impact of Local and International Regulations

The business operation of the Group is subject to government policy, relevant regulations and guidelines established by the regulatory authorities. Failure to comply with the rules and requirements may lead to penalties, amendments or suspension of the business operation by the authorities. The Group closely monitors changes in government policies, regulations and markets as well as conducting studies to assess the impact of such changes.

Third-Party Risks

The Group has been relying on third-party service providers in some parts of its business to improve performance and efficiency of the Group. While gaining the benefits from external service providers, the management realizes that such operational dependency may pose a threat of vulnerability to unexpected poor or lapses in service including reputation damage, business disruption and monetary losses. To address such uncertainties, the Group engages only reputed third-party providers and closely monitors their performance.

REPORT OF THE DIRECTORS

Key Relationships with Employees and Customers

The Group recognizes the accomplishment of the employees by providing comprehensive benefit package, career development opportunities and internal training appropriate to individual needs. The Group provides a healthy and safe workplace for all employees. No strikes and cases of fatality due to workplace accidents are found in the year.

The Group values the views and opinions of all customers through various means and channels, including usage of business intelligence to understand customer trends and needs and regularly analyzes its customers' feedbacks. The Group also conducts comprehensive tests and checks to ensure that only quality services are offered to the customers.

Our major customers primarily consist of AFR (三農), SMEs, micro enterprises and online retailers engaging in the businesses of lifestyle products, agricultural products, cultural supplies and industrial products. The years of business relationship with the Group ranged from one to three years and the credit terms granted to the major customers ranged from 6 months to 12 months. Details of the interest receivables of the Group as at 31 December 2024 are set out in note 11 to the financial statements.

We are strictly in compliance with the loan approval system, and conduct daily tracking management after the loans are obtained.

During the reporting period, the Group has not experienced any major disruption of business due to material delay or default of payment by our customers due to their financial difficulties. We did not have any material dispute with our customers.

MAJOR CUSTOMERS AND SUPPLIERS

During the year ended 31 December 2024, interests income from our five largest customers accounted for less than 30% of our net interests income for the year.

At no time during the year have the Directors, their close associates or any Shareholder (who or which to the knowledge of the Directors owns more than 5% of the Company's issued shares) had any interest in the Group's five largest customers.

Due to the Group's business nature, the Group does not have major suppliers.

FIVE-YEAR FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the latest five financial years are set out on page 7 of this report. This summary does not form part of the audited combined financial statements.

FINANCIAL STATEMENTS

The result of the Group for the year ended 31 December 2024 and the state of the Group's and the Group's affairs as at that date are set out in the financial statements on pages 91 to 148 of this annual report.

A discussion and analysis of the Group's performance during the year and material factors underlying its results and financial position are set out in the Management Discussion and Analysis section of this annual report.

FIXED ASSETS

Details of movements in fixed assets of the Group during the year ended 31 December 2024 are set out in note 14 to the combined financial statements.

RESERVES

Details of movements in reserves of the Group during the year ended 31 December 2024 are set out in the section headed “Consolidated Statement of Changes in Equity” of this report, of which details of reserves available for distribution to the Shareholders are set out in note 20 to the combined financial statements.

DIVIDEND

The Board resolved to recommend the payment of a final dividend of RMB0.0127 (before taxation) per share for the year ended 31 December 2024.

TAX REDUCTION AND EXEMPTION (FOR H SHAREHOLDERS)

Non-resident corporate shareholders

Pursuant to the requirements of the Enterprise Income Tax Law of the People’s Republic of China and its implementation rules effective from 1 January 2008, the Company shall withhold and pay the enterprise income tax at the tax rate of 10% for the distribution of dividend to non-resident corporate shareholders whose names appear on the H Share register.

Non-resident individual shareholders

Pursuant to the requirements of the Notice on Certain Issues on the Policies of Individual Income Tax by the State Administration of Taxation and the Ministry of Finance (Cai Shui Zi [1994] No. 20) (《財政部、國家稅務總局關於個人所得稅若干政策問題的通知》(財稅字[1994] 20號)), foreign individuals are temporarily exempted from individual income tax on the dividends and bonuses received from foreign invested enterprises. The Company was approved by the Department of Commerce of Zhejiang Province to convert into a foreign invested joint stock company, and thus the Company is not required to withhold nor pay the individual income tax on the distribution of dividend to non-resident individual shareholders whose names appear on the H Share register.

At that time, the Group will conduct the withholding and payment specifically according to the prevailing laws and regulations and the relevant provisions of the state on taxation when distributing dividends.

CLOSURE OF REGISTER OF MEMBERS

In order to ascertain Shareholder’s entitlement to attend and vote at the AGM, the register of members of the Company will be closed from Wednesday, 14 May 2025 to Friday, 13 June 2025, both days inclusive, during which period no share transfers will be registered. The holders of Shares whose names appear on the register of members of the Company on Friday, 13 June 2025 will be entitled to attend and vote at the AGM. In order to qualify for attending and voting at the AGM, holders of Shares shall lodge transfer documents with the Company’s H Share Registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen’s Road East, Wanchai, Hong Kong (in respect of H shares), or to or to the Company’s registered office in the PRC at No. 399 Deqing Avenue, Wukang Road, Deqing County, Huzhou City, Zhejiang Province, the PRC (in respect of Domestic Shares) no later than 4:30 p.m. on Tuesday, 13 May 2025.

REPORT OF THE DIRECTORS

CHARITABLE DONATIONS

The Group did not make any donations for the year ended 31 December 2024 (2023: nil).

BANK BORROWINGS AND OTHER BORROWINGS

Details of bank borrowings and other borrowings of the Group as at 31 December 2024 are set out in note 16 to the combined financial statements.

SHARE CAPITAL

Details of movements in the share capital of the Company during the year ended 31 December 2024 are set out in the section headed “Combined Statement of Changes in Equity” of this report.

SUFFICIENCY OF PUBLIC FLOAT

Based on the information publicly available to the Company and within the knowledge of the Directors as at the date of this report, the Company has maintained the prescribed public float under the Listing Rules for the year ended 31 December 2024 and up to the date of this report.

PRE-EMPTIVE RIGHTS

Pursuant to the Articles of Association and the laws of the PRC, the Company is not subject to any pre-emptive rights requiring it to propose new issues to its existing Shareholders in proportion to their shareholdings.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY’S LISTED SECURITIES

The Company has not purchased, sold or redeemed any of the Company’s listed securities for the year ended 31 December 2024.

EQUITY-LINKED AGREEMENTS

Save as disclosed in this report, no equity-linked agreements were entered into during the year ended 31 December 2024 or subsisted at the end of the year.

DIRECTORS AND SUPERVISORS

The following table sets forth information concerning the Directors and Supervisors for the year ended 31 December 2024.

Name	Age	Position	Appointment Date
Directors			
Mr. Yu Yin	38	Executive Director and chairman of the Board	28 April 2014
Mr. Zheng Xuegen	60	Executive Director, vice-chairman of the Board	28 April 2014
Mr. Yang Sheng	50	Executive Director, vice-chairman of the Board and General Manager	7 April 2016
Ms. Hu Fangfang	43	Executive Director, Chief Financial Officer	28 June 2019
Mr. Pan Zhongmin (formerly known as Pan Zhongming)	51	Non-executive Director	8 August 2014
Mr. Chan Kin Man	45	Independent non-executive Director	29 June 2020
Mr. Zhao Xuqiang	47	Independent non-executive Director	29 June 2020
Ms. Yang Jie	46	Independent non-executive Director	29 June 2020
Supervisors			
Mr. Wang Peijun	51	Supervisor	8 August 2014
Ms. Zhou Mingwan	37	Supervisor	29 June 2020
Mr. Chen Qi	43	Supervisor	11 March 2022

In accordance with Article 10.2 of Article of Association, Directors shall be elected at the shareholders' general meeting to hold office for a term of three years. All Directors were elected or re-elected for a term of three years at the annual general meeting of the Company which was held on 29 June 2023.

The Company has received, from each of the independent non-executive Directors, an annual confirmation of their independence pursuant to Rule 3.13 of the Listing Rules and considers that all of the independent non-executive Directors are independent of the Company.

REPORT OF THE DIRECTORS

BIOGRAPHIES OF DIRECTORS, SUPERVISORS AND SENIOR MANAGEMENT

Biographical details of Directors, Supervisors and Senior Management of the Company are set out on pages 26 to 31 of this report.

SERVICE CONTRACTS OF DIRECTORS AND SUPERVISORS

Each of the Directors has entered into a service contract with the Company from the commencement of the fourth session of the Board and each service contract is effective until the end of the fourth session of the Board.

Each Supervisor has entered into a service contract with the Company from the commencement of the fourth session of the Board of Supervisors and each service contract is effective until the end of the fourth session of the Board of Supervisors.

Save as disclosed above, the Company has not entered, and does not propose to enter, into any service contracts with any of the Directors or Supervisors in their respective capacities as Directors/Supervisors (other than contracts expiring or determinable by the employer within 1 year without the payment of compensation (other than statutory compensation)).

INDEMNITY OF DIRECTORS

The Company has maintained appropriate directors and officers liability insurance and such indemnity provisions for the benefit of the Directors is currently in force and was in force throughout the year ended 31 December 2024.

REMUNERATION OF DIRECTORS AND SUPERVISORS

No emoluments are paid or payable to these directors and supervisors as retirement from employment or as an inducement to join or upon joining the Group or as compensation for loss of office during the years ended 31 December 2024 and 2023.

Except for Mr. Yu Yin, the Chairman, who has waived part of annual remuneration, no other directors or supervisors has waived any remuneration during the year ended 31 December 2024. No directors or supervisors had waived any remuneration during the year ended 31 December 2023.

Details of the remuneration of the Directors and Supervisors are set out in note 7 to the combined financial statements.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or subsisted during the year ended 31 December 2024.

DIRECTORS', SUPERVISORS' AND CHIEF EXECUTIVE'S INTERESTS IN SECURITIES

As at 31 December 2024, the interests or short positions of the Directors, Supervisors and the chief executive in the shares, underlying shares and debentures of the Company or any associated corporations of the Company (within the meaning of Part XV of the SFO) which will have 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 which will be required, pursuant to Section 352 of the SFO, to be recorded in the register referred to therein or which will be required to be notified to the Company and the Stock Exchange pursuant to the Model Code, were as follows:

Interests of the Directors in the Shares

Name of Director	Class of shares	Number of shares ⁽⁴⁾	Nature of interest	Approximate percentage in the relevant class of shares ⁽¹⁾	Approximate percentage in the total issued shares ⁽¹⁾
Yu Yin	Domestic Shares	98,000,000 (L)	Beneficial owner ⁽²⁾	11.14%	8.31%
	Domestic Shares	345,472,000 (L)	Interests held jointly with another person ⁽²⁾	39.26%	29.28%
Zheng Xuegen	Domestic Shares	2,992,000 (L)	Beneficial owner	0.34%	0.25%
Pan Zhongmin	Domestic Shares	11,792,000 (L)	Interest of a controlled Corporation ⁽³⁾	1.34%	1.00%

Notes:

- (1) The calculation is based on the total number of 1,180,000,000 ordinary shares of the Company in issue as at 31 December 2024, which is comprised of 880,000,000 Domestic Shares and 300,000,000 H Shares.
- (2) On 28 April 2014, Mr. Yu Youqiang, Mr. Yu Yin, Mr. Shen Haiying, Mr. Zhang Jianming and Puhua Energy entered into the Acting in Concert Agreement, pursuant to which they jointly and severally undertook that they would, by themselves, together with their associates or through the companies controlled by them, adopt a consensus building approach to reach decisions on a unanimous basis, and exercise their voting rights at the meetings of the Shareholders of the Company (and of its subsidiaries, if any in the future) based on such decisions. As at 31 December 2024, Mr. Yu Youqiang (through Deqing Yintian, Zuoli Holdings and Puhua Energy), Mr. Yu Yin, Mr. Shen Haiying (by himself and through Dingsheng Investment and Zuoli Holdings), Mr. Zhang Jianming and Puhua Energy together control approximately 37.58% of the total issued shares in the Company. As a result of the Acting in Concert Agreement and by virtue of the SFO, each of Puhua Energy, Mr. Yu Youqiang, Mr. Yu Yin, Mr. Shen Haiying and Mr. Zhang Jianming are deemed to be interested in approximately 37.58% of the total issued shares in the Company.
- (3) Mr. Pan Zhongmin holds 75.50% of the equity interest of Bangni Fiber, which in turn holds approximately 1.00% of the total issued shares in the Company. By virtue of the SFO, Mr. Pan Zhongmin is deemed to be interested in approximately 1.00% of the total issued shares in the Company.
- (4) The letter "L" denotes the person's long position in such securities.

REPORT OF THE DIRECTORS

Save as disclosed above, as at 31 December 2024, none of the Directors, Supervisors and the chief executive of the Company had any interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which 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 were taken or deemed to have under such provisions of the SFO) or as recorded in the register of the Company required to be kept under Section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

INTERESTS AND SHORT POSITIONS OF SUBSTANTIAL SHAREHOLDERS

As at 31 December 2024, the persons (other than Directors or chief executives of the Company) or corporations who had an interest or short position in the shares and underlying shares of the Company which were required to be disclosed to the Company under the provisions of Division 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept under Section 336 of the SFO were as follows:

Shareholder	Class of shares	Number of shares ⁽⁶⁾	Nature of interest	Approximate percentage in the relevant class of share capital ⁽¹⁾	Approximate percentage in the total issued share capital ⁽¹⁾
Mr. Yu Youqiang	Domestic Shares	443,472,000 (L)	Interest of a controlled corporation ⁽²⁾⁽³⁾	50.39%	37.58%
Puhua Energy	Domestic Shares	322,540,960 (L)	Beneficial owner ⁽²⁾	36.65%	27.33%
	Domestic Shares	120,931,040 (L)	Interests held jointly with another person ⁽²⁾	13.74%	10.25%
Zuoli Holdings	Domestic Shares	443,472,000 (L)	Interest of a controlled corporation ⁽²⁾⁽⁴⁾	50.39%	37.58%
Deqing Yintian	Domestic Shares	443,472,000 (L)	Interest of a controlled corporation ⁽²⁾⁽⁵⁾	50.39%	37.58%
Mr. Shen Haiying	Domestic Shares	3,630,000 (L)	Beneficial owner ⁽²⁾	0.41%	0.31%
	Domestic Shares	439,842,000 (L)	Interests held jointly with another person ⁽²⁾	49.98%	37.27%
Dingsheng Investment	Domestic Shares	443,472,000 (L)	Interests held jointly with another person ⁽²⁾	50.39%	37.58%
Mr. Zhang Jianming	Domestic Shares	19,301,040 (L)	Beneficial owner ⁽²⁾	2.19%	1.64%
	Domestic Shares	424,170,960 (L)	Interests held jointly with another person ⁽²⁾	48.20%	35.95%

REPORT OF THE DIRECTORS

Shareholder	Class of shares	Number of shares ⁽⁶⁾	Nature of interest	Approximate percentage in the relevant class of share capital ⁽¹⁾	Approximate percentage in the total issued share capital ⁽¹⁾
Mr. Peng Tao	H Shares	68,200,000 (L)	Beneficial owner	22.73%	5.78%
Gawsun (HK) International Trading Co., Limited	H Shares	65,860,000 (L)	Beneficial owner	21.95%	5.58%
Tamai Investments Corp.	H Shares	21,662,000 (L)	Trustee	7.22%	1.84%

Notes:

- (1) The calculation is based on the total number of 1,180,000,000 ordinary shares of the Company in issue as at 31 December 2024, which is comprised of 880,000,000 Domestic Shares and 300,000,000 H Shares.
- (2) On 28 April 2014, Mr. Yu Youqiang, Mr. Yu Yin, Mr. Shen Haiying, Mr. Zhang Jianming and Puhua Energy entered into an Acting in Concert Agreement, pursuant to which they jointly and severally undertook that they would, by themselves, together with their associates or through the companies controlled by them, adopt a consensus building approach to reach decisions on a unanimous basis, and exercise their voting rights at the meetings of the Shareholders (and of its subsidiaries, if any in the future) based on such decisions. As at 31 December 2024, Mr. Yu Youqiang (through Deqing Yintian, Zuoli Holdings and Puhua Energy), Mr. Yu Yin, Mr. Shen Haiying (by himself and through Dingsheng Investment and Zuoli Holdings), Mr. Zhang Jianming and Puhua Energy together control approximately 37.58% of the issued share capital in the Company. As a result of the Acting in Concert Agreement and by virtue of the SFO, each of Puhua Energy, Mr. Yu Youqiang, Mr. Yu Yin, Mr. Shen Haiying and Mr. Zhang Jianming are deemed to be interested in approximately 37.58% of the issued share capital in the Company.
- (3) As Puhua Energy is indirectly controlled by Mr. Yu Youqiang, Mr. Yu Youqiang is deemed to be interested in the Shares held by Puhua Energy.
- (4) Zuoli Holdings directly and indirectly holds in aggregate 100% equity interest of Puhua Energy. By virtue of the SFO, Zuoli Holdings is deemed to be interested in the Shares held by Puhua Energy.
- (5) Deqing Yintian is wholly owned by Mr. Yu Youqiang and holds approximately 79.56% of the equity interest in Zuoli Holdings. Zuoli Holdings is controlled by Deqing Yintian and therefore Deqing Yintian is deemed to be interested in the Shares held by Zuoli Holdings.
- (6) The letter "L" denotes the person's long position in such securities.

Save as disclosed above, as at 31 December 2024, the Directors were not aware of any other person or corporation having an interest or short position in the shares and underlying shares of the Company which were required to be disclosed to the Company under the provisions of Division 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept under Section 336 of the SFO.

DIRECTORS' AND SUPERVISORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

No transaction, arrangement or contract of significance in relation to the business of the Group to which the Company, or any of its holding company, subsidiaries or fellow subsidiaries was a party, and in which a Director or supervisor of the Company or his/her connected entity had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year ended 31 December 2024.

REPORT OF THE DIRECTORS

CONTRACTS OF SIGNIFICANCE

During the year ended 31 December 2024, there had been no contract of significance between the Company or any of its subsidiaries and a Controlling Shareholder, nor any contract of significance for the provision of services to the Company or any of its subsidiaries by a Controlling Shareholder or any of its subsidiaries.

INTEREST OF DIRECTORS AND SUPERVISORS IN A COMPETING BUSINESS

None of the Directors, the Supervisors or the management Shareholders and their respective close associates has an interest in a business which competes or may compete with the business of the Company.

COMPLIANCE WITH NON-COMPETE UNDERTAKING

Each of Zuoli Holdings, Puhua Energy, Mr. Yu Yin, Mr. Yu Youqiang, Deqing Yintian, Mr. Shen Haiying, Dingsheng Investment and Mr. Zhang Jianming, being the Controlling Shareholders, has confirmed to the Company that he/it has complied with the non-compete undertakings given by them to the Company from the Listing Date to the date of this report. The independent non-executive Directors have reviewed the status of compliance and enforcement of the non-compete undertakings and confirmed that all the undertakings thereunder have been complied by each of the Controlling Shareholders.

ARRANGEMENT FOR DIRECTORS AND SUPERVISORS TO PURCHASE SHARES OR DEBENTURES

At no time during the year ended 31 December 2024 were rights to acquire benefits by means of the acquisition of shares in or debentures of the Company granted to any Director or Supervisors or their respective spouses or minor children, or were such rights exercised by them, or was the Company or its holding company a party to any arrangements to enable the Directors or Supervisors to acquire benefits by means of the acquisition of shares in, or debt securities (including debentures) of the Company or any other body corporate.

RETIREMENT SCHEME

The Company participates in pension scheme organized by the municipal government of Huzhou City and Hangzhou City, Zhejiang for the Group's employees based in the PRC. The Group has no other material obligation for payment of retirement benefits to employees beyond the contributions to retirement scheme described above. The details of the Group's pension scheme are set out in note 1(n) to the combined financial statements.

The Group adopts a central pension scheme (the **"Defined Contribution Schemes"**) operated by the local municipal government, which these subsidiaries are required to contribute a certain percentage, which was pre-determined by the local municipal government, of the sum of basic salary and allowance of employees to the Defined Contribution Schemes. The contributions by the Group for the Defined Contribution Schemes are charged to the statement of profit or loss as they become payable in accordance with the relevant rules of the respective schemes.

The Group's contributions to the Defined Contribution Schemes vest fully and immediately with the employees. Accordingly, (i) for each of the two years ended 31 December 2023 and 31 December 2024, there was no forfeiture of contributions under the Defined Contribution Schemes; and (ii) there were no forfeited contributions available for the Group to reduce its existing level of contributions to the Defined Contribution Schemes as at 31 December 2023 and 31 December 2024.

For each of the two years ended 31 December 2023 and 31 December 2024, the Group did not have any other defined benefit plan.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company complied with all code provisions (to the extent that such provisions are applicable) as set out in the Corporate Governance Code (the “CG Code”) contained in Appendix C1 to the Listing Rules during the year ended 31 December 2024.

CHARGE OF DOMESTIC SHARES BY CONTROLLING SHAREHOLDERS

On 21 April 2023, Puhua Energy, a Controlling Shareholder, notified the Company that it has charged 293,130,000 domestic shares, representing 24.84% of the total issued share capital of the Company, in favour of Zhegu (Hangzhou) Corporate Management Company Limited* as security for a facility provided to Puhua Energy.

For details of the above, please refer to the announcement of the Company dated 21 April 2023.

SIGNIFICANT LEGAL PROCEEDINGS

For the year ended 31 December 2024, the Company was not engaged in any litigation or arbitration of material importance and no litigation or claim of material importance is known to the Directors to be pending or threatened against the Company.

EVENTS AFTER THE REPORTING PERIOD

There were no significant events affecting the Group that have occurred from the end of the reporting period to the date of this report.

REPORT OF THE DIRECTORS

RELATED PARTY TRANSACTIONS

For the year ended 31 December 2024, Mr. Yu Yin, an executive Director and the Chairman of the Board, and other related parties had guaranteed some of our interest-bearing borrowings. As at 31 December 2024, the amount of guarantee provided by Mr. Yu Yin and other related parties amounted to RMB57.5 million. Such related party transactions constituted continuing connected transactions under Chapter 14A of the Rules Governing the Listing of Securities (the “**Listing Rules**”) on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”). As the guarantees were provided on normal commercial terms where no security over the assets of the Group was granted to Mr. Yu Yin and other related parties, the said provision of guarantees was fully exempt from Shareholders’ approval, annual review and all disclosure requirements.

The independent non-executive Directors have reviewed all the above continuing connected transactions and confirmed that these transactions have been entered into in the ordinary and usual course of business of the Group, on normal commercial terms or better and conducted in accordance with the relevant agreements governing them on terms which are fair and reasonable and in the interests of the Shareholders as a whole.

For the year ended 31 December 2024, the Company and Jinhui Micro-finance (a non-wholly owned subsidiary of the Company) leased properties from Zuoli Holdings Group Company Limited* (佐力控股集團有限公司) (“**Zuoli Holdings**”) with a depreciation on right-of-use assets and interest expense of RMB1.2 million. The entering into of the lease agreements allow the Company and Jinhui Micro-finance to satisfy their operational needs. Utilities and entertainment fees amounted to RMB1.0 million were paid to Zuoli Holdings and its subsidiaries. Deqing Puhua Energy Company Limited* (德清普華能源股份有限公司) (“**Puhua Energy**”) is a controlling shareholder and thus a connected person of the Company under the Listing Rules. Zuoli Holdings, being the holding company of Puhua Energy, is an associate of Puhua Energy and thus also a connected person of the Company under the Listing Rules. Such related party transaction constituted connected transaction under Chapter 14A of the Listing Rules. Please refer to the Company’s announcement dated 6 July 2023 for details.

Save as disclosed above, during the year ended 31 December 2024, there was no other connected transaction of the Company that required for the reporting, annual reviews, announcement and independent Shareholders’ approval under Chapter 14A of the Listing Rules. The Company confirmed that it has complied with the disclosure requirements under Chapter 14A of the Listing Rules.

AUDIT COMMITTEE

The audit committee of the Company has reviewed with the management the accounting principles and practices adopted by the Group and discussed the auditing, risk management and internal control systems and financial report matters including the review of the Group's consolidated financial results for the year ended 31 December 2024. The annual financial statements of the Group have been audited by the independent auditor of the Company, KPMG.

AUDITOR

The combined financial statements for the year ended 31 December 2024 have been audited by KPMG, who shall retire and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of KPMG as the auditor of the Company is to be proposed at the AGM.

By order of the Board

佐力科創小額貸款股份有限公司
(**Zuoli Kechuang Micro-finance Company Limited***)

Yu Yin

Chairman

Hong Kong, 18 March 2025

REPORT OF THE BOARD OF SUPERVISORS

The current session of the Board of Supervisors was established upon the approval of the general meeting of the Company. The current session of the Board of Supervisors is comprised of three Supervisors, namely Ms. Zhou Mingwan, Mr. Wang Peijun and Mr. Chen Qi.

During the year ended 31 December 2024, for the Company's long term interests and the Shareholders' interests, the Board of Supervisors acted in strict compliance with relevant laws, regulations, rules, regulatory documents, the Articles of Association and the Listing Rules and earnestly performed their duties of supervision as to the acts of the Directors of the Company. The main area of work of the Board of Supervisors in 2024 is summarised as follows:

I. MEETING CONDUCTED BY THE BOARD OF SUPERVISORS

The Board of Supervisors convened four meetings for the year ended 31 December 2024.

II. WORK OF THE BOARD OF SUPERVISORS

The work of the Board of Supervisors mainly comprised of the followings:

1. Inspection over implementation of resolutions of the general meetings

The Board of Supervisors exercised supervision and inspection of the implementation of the resolutions in general meetings by the Board through observation and attendance at the Board meetings and general meetings. The Board of Supervisors is of the opinion that the Directors have diligently performed their duties in compliance with resolutions of the general meetings. No violation of any laws or regulations or the Articles of Association or any act which jeopardises the interests of the Company or the Shareholders has been found in the performance of duties by the Directors.

2. Inspection over legal compliance of the Company's operations

The Board of Supervisors exercised supervision on a regular basis over the legal compliance and rationality of the Group's operation and management in its ordinary works. It has also exercised supervision over work performance of the Board. The Board of Supervisors is of the opinion that, the Group's operation is sound and rational, and is in compliance with all applicable laws, regulations and rules and the Articles of Association. The members of the Board have conscientiously and diligently performed their duties, and none of their acts would prejudice the interests of the Company or the Shareholders.

3. Inspection over the Company's daily operating activities

The Board of Supervisors exercised supervision over the Group's operating activities. The Board of Supervisors is of the opinion that the Group has sound risk management and internal control systems and has made great progress in the formulation and implementation of its internal work procedures, thus effectively controlled its exposure to various operating risks. The Group's operation is in compliance with the PRC laws and regulations and the Articles of Association.

4. Inspection over the Group's financial condition

The Board of Supervisors has verified the Group's 2024 combined financial statements, supervised and inspected the Group's implementation of relevant financial policies and legislations as well as details on the Group's assets, financial income and expenditure. It is of the opinion that the combined financial statements for 2024 fairly reflected its financial position and operating results.

Looking forward, the Board of Supervisors will continue to carry out its duties in strict compliance with the Articles of Association and the relevant laws and regulations and protect the interests of the Shareholders.

佐力科創小額貸款股份有限公司
(**Zuoli Kechuang Micro-finance Company Limited***)
Zhou Mingwan
Chairman of the Board of Supervisors

Hong Kong, 18 March 2025

CORPORATE GOVERNANCE REPORT

CORPORATE GOVERNANCE

The Company is committed to maintaining high standards of corporate governance and protecting the interests of its Shareholders in an open manner.

The Board comprises four executive Directors, one non-executive Director and three independent non-executive Directors. The Board has adopted the code provisions (the “**Code Provisions**”) of the CG Code as set out in Appendix C1 to the Listing Rules. Throughout the year ended 31 December 2024, the Company has fully complied with the Code Provisions (to the extent that such provisions are applicable).

BOARD OF DIRECTORS

The Board is committed to providing effective and responsible leadership for the Company. The Directors, individually and collectively, must act in good faith in the best interests of the Company and its Shareholders. The Board has established five Board committees, being the audit committee (the “**Audit Committee**”), the remuneration and appraisal committee (the “**Remuneration and Appraisal Committee**”), the nomination committee (the “**Nomination Committee**”), the ESG sustainable development committee (the “**ESG Sustainable Development Committee**”) and the loan approval committee (the “**Loan Approval Committee**”) (each a “**Board Committee**” and collectively the “**Board Committees**”), to oversee different areas of the Company’s affairs.

The Board currently comprises four executive Directors, namely Mr. Yu Yin (Chairman), Mr. Zheng Xuegen, Mr. Yang Sheng and Ms. Hu Fangfang, one non-executive Director, namely, Mr. Pan Zhongmin, and three independent non-executive Directors, namely, Mr. Chan Kin Man, Mr. Zhao Xuqiang and Ms. Yang Jie.

Their biographical details and (where applicable) their family relationships are set out in the section headed “Biographies of Directors and Supervisors” on pages 26 to 31 in this report. A list of the Directors identifying their role and function and whether they are independent non-executive Directors are available on the Company’s website.

There is no financial, business, family or other material/relevant relationships among members of the Board.

The Board sets the Group’s overall objectives and strategies, monitors and evaluates its operating and financial performance and reviews the corporate governance standard of the Group. It also decides on matters such as annual and interim results, major transactions, director appointments or re-appointments, investment policy, dividend and accounting policies. The Board has delegated the authority and responsibility for implementing its business strategies and managing the daily operations of the Group’s businesses to the executive Directors. The functions and power that are so delegated are reviewed periodically to ensure that they remain appropriate.

The Board is also responsible for developing, reviewing and monitoring the policies and practices on corporate governance and legal and regulatory compliance of the Group, and the training and continuous professional development of Directors. The Board also reviews the disclosures in the Corporate Governance Report to ensure compliance.

Independent professional advice can be sought to assist the relevant Directors to discharge their duties at the Company’s expense upon their request. Since January 2015, all Directors are provided with monthly updates on the Group’s performance and financial position to enable the Board as a whole and each Director to discharge their duties. The Directors are also entitled to seek further information and documentation from the management and company secretary on matters to be considered and discussed by the Board.

All Directors are required to declare to the Board upon their first appointment, the directorships or other positions they are concurrently holding at other companies or organizations. These interests are updated on an annual basis and when necessary.

APPOINTMENT AND RE-ELECTION

In accordance with Article 10.2 of Article of Association, Directors shall be elected at the Shareholders' general meeting to hold office for a term of three years. All Directors were elected or re-elected for a term of three years at the annual general meeting of the Company which was held on 29 June 2023.

The composition of the Board is reviewed regularly to ensure that it covers a balance of expertise, skills and experience appropriate for the requirements of the business of the Company. The Directors' profile is set out on pages 26 to 31 of this report.

DIRECTORS' AND OFFICERS' INSURANCE

The Company has arranged appropriate insurance cover in respect of potential legal actions against its Directors and officers.

DIRECTORS' CONTINUOUS TRAINING AND PROFESSIONAL DEVELOPMENT

All Directors are aware of their responsibilities to the Shareholders and have exercised their duties with care, skill and diligence, in pursuit of the development of the Group. Every newly appointed Director receives an induction to ensure that he/she has a proper understanding of the business and operations of the Group and that he/she is fully aware of his/her duties and responsibilities as a director under applicable rules and requirements.

In August 2024, the Company organized trainings in relation to recent amendments of the Listing Rules and ESG disclosure responsibilities. In addition, briefings and updates on the latest development regarding the Listing Rules and other applicable regulatory requirements are provided to each of the Directors during the Board meetings to ensure compliance and enhance their awareness of good corporate governance practices.

CORPORATE GOVERNANCE REPORT

A summary of training received by the current Directors for the year ended 31 December 2024 is as follows:

Name of Directors	Types of training	
	Attending in-house training organized by professional organizations	Reading materials updating on new rules and regulations
<i>Executive Directors</i>		
Yu Yin	✓	✓
Zheng Xuegen	✓	✓
Yang Sheng	✓	✓
Hu Fangfang	✓	✓
<i>Non-executive Director</i>		
Pan Zhongmin	✓	✓
<i>Independent non-executive Directors</i>		
Chan Kin Man	✓	✓
Zhao Xuqiang	✓	✓
Yang Jie	✓	✓

CHAIRMAN AND GENERAL MANAGER

The position of the chairman of the Board of the Company is held by Mr. Yu Yin, and Mr. Yang Sheng holds the position of general manager. Mr. Yu and Mr. Yang, each performs their duties, endeavours to maintain high standards of corporate governance.

INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The role of the independent non-executive Directors is to provide independent and objective opinions to the Board, giving adequate control and balances for the Group to protect the overall interests of the Shareholders and the Group. They serve actively on the Board and Board Committees to provide their independent and objective views. All the independent non-executive Directors are subject to a specific term of 3 years.

In compliance with Rules 3.10(1) and 3.10A of the Listing Rules, the Company has appointed three independent non-executive Directors, representing more than one-third of the Board. One of the independent non-executive Directors has the appropriate professional qualifications in accounting or related financial management expertise as required by Rule 3.10(2) of the Listing Rules.

Each independent non-executive Director has submitted annual confirmation of his/her independence to the Company pursuant to Rule 3.13 of the Listing Rules. Based on the contents of such confirmations, the Company considers that all of the independent non-executive Directors are independent.

BOARD COMMITTEES

The Board is supported by a number of Board Committees, including the Audit Committee, the Remuneration and Appraisal Committee, the Nomination Committee, the ESG Sustainable Development Committee and the Loan Approval Committee. Each Board Committee has its defined and written terms of reference approved by the Board covering its duties, powers and functions. The terms of reference of the Audit Committee, Remuneration and Appraisal Committee and Nomination Committee are respectively available on the Company's website.

All Board Committees are provided with sufficient resources to discharge their duties, including access to management or professional advice if considered necessary.

(i) Audit Committee

The Audit Committee consists of three Directors, namely Mr. Chan Kin Man (independent non-executive Director), Mr. Zhao Xuqiang (independent non-executive Director) and Ms. Yang Jie (independent non-executive Director). Mr. Chan Kin Man, who has appropriate professional qualifications and experience in accounting matters, was appointed as the chairman of the Audit Committee.

The principal responsibilities of the Audit Committee are to assist the Board in providing an independent view of the effectiveness of the financial reporting process, risk management and internal control systems and relationship with external auditors of the Company, oversee the audit process and perform other duties and such responsibilities as assigned by the Board. These include reviewing the Company's interim and annual reports.

The Audit Committee has reviewed the combined financial statements of the Group for the year ended 31 December 2024, including the accounting principles and practices adopted by the Group, report prepared by the external auditors covering major findings in the course of the audit, and selection and appointment of the external auditors.

(ii) Remuneration and Appraisal Committee

The Remuneration and Appraisal Committee comprises three Directors, namely Mr. Yu Yin (executive Director), Mr. Chan Kin Man (independent non-executive Director) and Mr. Zhao Xuqiang (independent non-executive Director). Mr. Zhao Xuqiang is the chairman of the Remuneration and Appraisal Committee. The principal responsibilities of the Remuneration and Appraisal Committee are to review and make recommendations to the Board on the overall remuneration structure and policy for all Directors and senior management of the Company as well as the specific remuneration packages for the executive Directors and senior management of the Company and on the establishment of a formal and transparent process for developing such remuneration policy, and to review and/or approve matters relating to share schemes under Chapter 17 of the Listing Rules. No Director takes part in any discussion on his/her own remuneration. The Company's objective for its remuneration policy is to maintain fair and competitive packages based on business requirements and industry practice. In order to determine the level of remuneration and fees paid to members of the Board, market rates and factors such as each Director's workload, performance, responsibility, job complexity and the Group's performance are taken into account.

The Remuneration and Appraisal Committee has reviewed the remuneration policy and structure relating to the Directors and senior management of the Company.

CORPORATE GOVERNANCE REPORT

For the year ended 31 December 2024, the annual salary of the senior management (excluding Directors) of the Company falls within the following bands.

Remuneration bands	Number of senior management
Nil to RMB250,000	0
RMB250,001 to RMB500,000	1

(iii) Nomination Committee

The Nomination Committee comprises three Directors, namely Mr. Yu Yin (executive Director), Ms. Yang Jie (independent non-executive Director) and Mr. Zhao Xuqiang (independent non-executive Director). Ms. Yang Jie is the chairman of the Nomination Committee. The principal responsibilities of the Nomination Committee are to review the composition of the Board, including its structure, size and diversity, at least annually to ensure that it has a balance of expertise, skills and experience appropriate to the requirements of the business of the Group. It is also responsible to consider and recommend to the Board suitably qualified persons to become a member of the Board, monitor the succession planning of Directors, assess the independence of independent non-executive Directors, and to ensure that independent views and input are available to the Board. The Nomination Committee will also give consideration to the Board Diversity Policy and the Nomination Policy (as defined below) when identifying suitably qualified candidates to become members of the Board, and the Board will review the Board Diversity Policy and the Nomination Policy (as defined below), so as to develop and review measurable objectives for the implementing the Board Diversity Policy and the Nomination Policy (as defined below) and to monitor the progress on achieving these objectives.

The Nomination Committee has reviewed the structure, size and composition of the Board and assessed independence of the independent non-executive Directors.

(iv) ESG Sustainable Development Committee

The ESG Sustainable Development Committee comprises three Directors, namely Mr. Yang Sheng (executive Director), Mr. Chan Kin Man (independent Director) and Ms. Hu Fangfang (Chief Financial Controller). Mr. Yang Sheng is the chairman of the ESG Sustainable Development Committee. The principal responsibilities of the ESG Sustainable Development Committee are to assist the Board in overseeing the formulation and implementation of the Company's sustainable development strategy to address ESG-related issues, including guiding the formulation of the Company's ESG sustainable development strategy, overseeing and evaluating the progress and performance of the ESG sustainable development work; making decisions and guidance in relation to the establishment, implementation and improvement of the Company's ESMS; providing an open communication channel for the Board and senior management who are concerned with the Company's ESG sustainable development issues; assisting the Board in identifying and evaluating ESG sustainable development opportunities and risks, and reviewing relevant public disclosures and reports and sustainable growth related matters.

(v) Loan Approval Committee

The Loan Approval Committee comprises three Directors, namely Mr. Yang Sheng (executive Director), Mr. Zheng Xuegen (executive Director), and Ms. Hu Fangfang (executive Director). Mr. Yang Sheng is the chairman of the Loan Approval Committee.

The primary functions of the Loan Approval Committee are to determine the risk profile and creditworthiness of potential customers and whether to advance the loan if the amount of loan exceeds RMB1 million.

CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for performing the functions set out in the Code Provision A.2.1 of the CG Code.

The Board has reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors, and the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of Model Code, and the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

ATTENDANCE RECORD OF DIRECTORS

The attendance record of each of the current Directors at the Board and Board Committee meetings and the general meetings of the Company held during the year ended 31 December 2024 is set out in the table below. The Directors did not authorize any alternate Director to attend the Board or Board Committee meetings.

Name of Directors	Attendance/Number of Meetings						
	Board	Nomination Committee	Remuneration and Appraisal Committee	Audit Committee	ESG Sustainable Development Committee	Loan Approval Committee	General Meeting
Yu Yin	7/7	1/1	1/1	N/A	N/A	N/A	1/1
Zheng Xuegen	7/7	N/A	N/A	N/A	N/A	1/1	1/1
Yang Sheng	7/7	N/A	N/A	N/A	1/1	1/1	1/1
Hu Fangfang	7/7	N/A	N/A	N/A	1/1	1/1	1/1
Pan Zhongmin	7/7	N/A	N/A	N/A	N/A	N/A	1/1
Chan Kin Man	7/7	N/A	1/1	4/4	1/1	N/A	1/1
Zhao Xuqiang	7/7	1/1	1/1	4/4	N/A	N/A	1/1
Yang Jie	7/7	1/1	N/A	4/4	N/A	N/A	1/1

BOARD PROCEEDINGS

Pursuant to the Articles of Association, the Board is required to hold at least four Board meetings each year, to be convened and hosted by the chairman of the Board. A notice of at least fourteen days shall be dispatched for a regular Board meeting. The notice shall state the time and venue by which the Board meeting will be convened. The agenda of a regular Board meeting and related documents of the meeting shall altogether be dispatched to all Directors in time and be dispatched at least three days prior to the proposed date of the Board meeting or meeting of the Board Committee proposed to be held (or within other agreed time).

The quorum for a Board meeting is the presence of more than half of the total number of Directors. A Director may attend the Board meeting in person, or appoint another Director in writing as his proxy to attend the Board meeting. The secretary to the Board of the Company is responsible for preparing and keeping the minutes of Board meetings and ensuring that such minutes are available for inspection by any Director.

During the year ended 31 December 2024, there were seven Board meetings held and the attendance of the Directors is set out in the above section headed "Attendance Record of Directors".

CORPORATE GOVERNANCE REPORT

GENERAL MEETINGS

During the year ended 31 December 2024, the Company convened a general meeting of the Company held on 25 June 2024. All Directors attended the meeting that they were required to attend.

NOMINATION POLICY

The Board has adopted the nomination policy (the “**Nomination Policy**”) on 21 August 2018 which sets out the nomination criteria and procedures for the Company to select candidate(s) for possible inclusion in the Board. The Nomination Policy could assist the Company to achieve board diversity in the Company and enhance the effectiveness of the Board and its corporate governance standard.

When assessing the suitability of a candidate, factors such as the qualifications, skills, integrity and experience will be taken into consideration as a whole. In the case of independent non-executive Directors, they must further satisfy the independence criteria set out within Rule 3.13 of the Listing Rules. Since the selection of candidates should ensure that diversity remains a central feature of the Board, a range of diverse perspectives, including but not limited to gender, age, cultural and educational background, or professional experience would be considered.

The process to identify potential candidates for the Board would be as follows:

- (1) identifying potential candidates, including recommendations from the Board members, professional search firms and the shareholders of the Company;
- (2) evaluating the candidates based on the approved selection criteria through methods such as reviewing the resume and conducting the background checks;
- (3) reviewing the profiles of the shortlisted candidates and interview them; and
- (4) making recommendations to the Board on the selected candidates.

The Nomination Policy also includes the Board succession plan to assess whether vacancies on the Board would be created or expected due to the Directors’ resignation, retirement, death and other circumstances and to identify candidates in advance if necessary. The Nomination Policy will be reviewed on a regular basis.

BOARD OF SUPERVISORS

The Board of Supervisors consists of three members. The employee representative supervisor, namely Mr. Chen Qi, was elected by employees, and the other two supervisors, namely Mr. Wang Peijun and Mr. Zhou Mingwan, were elected by the Shareholders. Each of the Supervisors has entered into a service contract with the Company with a term ending on the fourth session of the Board of Supervisors. The functions and duties of the Board of Supervisors include, but are not limited to, reviewing and verifying financial reports; and, if in doubt, appointing certified public accountants and practicing auditors to re-examine the Company’s financial information; monitoring the business activities of the Company; supervising the performance of the Directors and the chairman of the Board, and monitoring whether they had acted in violation of the laws, regulations and Articles of Association in the performance of their duties; requesting the Directors and the chairman of the Board to rectify actions which are damaging to the Company’s interests; and exercising other rights given to them under the Articles of Association.

UPDATE ON DIRECTORS' INFORMATION

Pursuant to Rule 13.51B(1) of the Listing Rules, there is no change in the information of the Directors required to be disclosed since the Company's last published interim report.

COMPANY SECRETARY

The Company has engaged in a service contract with an external service provider, Ms. Ho Wing Yan ("**Ms. Ho**"), who was the company secretary of the Company. Mr. Yu Yin, the chairman of the Board and executive Director, was the primary corporate contact person of the Company with Ms. Ho.

Being the company secretary of the Company, Ms. Ho played an important role in supporting the Board by ensuring good information flow within the Board and that Board policies and procedures are followed. Ms. Ho was responsible for advising the Board on corporate governance matters and should also facilitate induction and professional development of Directors.

During the year ended 31 December 2024, Ms. Ho complied with the relevant professional training requirement under Rule 3.29 of the Listing Rules.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as the code of conduct for carrying out securities transactions of the Company by the Directors. After specific enquiry with all members of the Board, they have confirmed full compliance with the relevant standards stipulated in the Model Code throughout the year ended 31 December 2024.

Pursuant to Rule B.13 of the Model Code, the Directors has also requested any employee of the Company or director or employee of a subsidiary of the Company who, because of his office or employment in the Company or in a subsidiary, is likely to possess inside information in relation to the securities of the Company, not to deal in securities of the Company when he would be prohibited from dealing by the Model Code as if he were a Director.

RISK MANAGEMENT AND INTERNAL CONTROL

During the year ended 31 December 2024, the Board complied with the Code Provisions on risk management and internal control as set out in the CG Code. The Board has overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Group's strategic objectives, and maintaining appropriate and effective risk management and internal control systems for the Group. The systems are designed to manage the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The management of the Company has established a set of comprehensive policies, standards and procedures in areas of operational, financial and risk controls for safeguarding assets against unauthorized use or disposition, for maintaining proper accounting records, and for ensuring the reliability of financial information to achieve a satisfactory level of assurance against the likelihood of the occurrence of fraud and errors.

CORPORATE GOVERNANCE REPORT

The Board oversees the Group's risk management and internal control systems on an ongoing basis. For the year ended 31 December 2024, the Board has reviewed the effectiveness of such systems, and the systems are considered to be effective and adequate. The Board has been conducting such review on an annual basis and the Company also has an internal audit function to carry out the analysis and independent appraisal of the adequacy and effectiveness of the systems, and has procedures in place to keep information confidential and manage actual or potential conflicts of interest. Stringent internal structures have been designed to prevent the misuse of inside information and avoid conflicts of interest.

In recent years, the global awareness of environmental and social issues continued to rise, and environmental risks and health, safety and other social risks have significantly affected the global economy, posing notable impact on the financial sector's business operation and long-term sustainable development. The Company has gradually incorporated ESG risks into its comprehensive risk management system, and continuously strengthens the prevention, intra-event and post-event control and management on ESG risks at the company and business levels, so as to further improve the effectiveness of the Company's non-financial risk control and facilitate the long-term sustainable development of the Company. The Company considers ESG factors in risk management process of all business lines and includes the work performed by clients on ESG as one of the elements of risk review. We organise trainings on ESG for all relevant business personnel and risk management personnel to enhance their awareness of ESG risks and ability to manage and control such risks. The Company has established the ESG Sustainable Development Committee to further improve the ESG risk management structure, and comprehensively oversee and manage ESG-related risks and opportunities.

The Company has established whistleblowing and anti-corruption policy and system to regulate, conduct and ensure continuous compliance with anti-corruption policies and regulations. Employees are required to act with integrity and to report any suspected bribery, corruptions and money laundering cases to management or the Audit Committee. The Company also incorporates promotion of its whistleblowing and anti-corruption policies into its staff training. In 2024, the Company conducted a special training or case study related to anti-corruption and anti-money laundering on a quarterly basis.

FINANCIAL REPORTING AND INTERNAL CONTROL

Financial reporting

The Directors acknowledge their responsibility to prepare the Company's financial statements which give a true and fair view of the Group's state of affairs, results and cash flows for the year and in accordance with the Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants, and the disclosure requirements of the Companies Ordinance. The Company has selected appropriate accounting policies and has applied them consistently based on prudent and reasonable judgments and estimates. The Board considers that the Company has adequate resources to continue in business for the foreseeable future and is not aware of any material uncertainties relating to events or conditions that may affect the business of the Group or cast doubts on its ability to continue as going concern.

The responsibility of KPMG, the Company's external auditor, with respect to financial reporting is set out in the section headed "Independent Auditor's Report" in this annual report.

EXTERNAL AUDITOR

KPMG has been appointed as the external auditor of the Company. The Audit Committee has been notified of the nature and the service charges of non-audit services performed by KPMG and considered that such services have no adverse effect on the independence of the external auditor.

In 2024, fee payable to KPMG for the annual audit services was RMB2.1 million (2023: RMB2.10 million); and RMB50,000 (2023: RMB50,000 for the non-audit services of limited assurance on the ESG Report) for the non-audit services of limited assurance on the ESG Report of the Group for the year ended 31 December 2024.

There was no disagreement between the Board and the Audit Committee on the selection and appointment of the external auditor during the year under review.

BOARD DIVERSITY POLICY

The Board adopted a new board diversity policy (the “**Board Diversity Policy**”) in 1 January 2023 in accordance with the requirement set out in the CG Code. The Board Diversity Policy aims to set out the approach to achieve diversity on the Board. All Board appointments shall be based on meritocracy, and candidates shall be considered against objective criteria, having due regard for the benefits of diversity on the Board. Selection of candidates shall be based on a range of diversity perspectives, including but not limited to, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. The ultimate decision shall be based on merit and contribution that the selected candidates shall bring to the Board. The Nomination Committee monitors, from time to time, the implementation of the policy, and reviews, as appropriate, the policy to ensure the effectiveness of the policy.

In respect of the gender diversity of the Board, as at the date of the Annual Report, two of the eight Directors of the Company are female, representing 25% of the Board. The Company considers that it has achieved a diverse Board during the reporting period and will continue implementing the board gender diversity policy in the future to enhance the overall performance of the Board and the effectiveness of decision-making. It is expected that the ratio of female Directors will remain at 25% in the following years. The Company will continue its nomination policy to select suitable candidates with no gender limitation on the newly appointed Directors in the next few years.

Moreover, the proportion of females in the company workforce (including senior management) maintained more than 50%. Hence, the Company has already achieved gender diversity and will continue focusing on the area because workforce gender diversity is associated with resources that can provide a sustained competitive advantage to the company, which include market insight, creativity and innovation, and improved problem-solving. Men’s and women’s different experiences may provide insights into the different needs of male and female customers. Therefore, a mix of skills and abilities in a gender diverse team may enhance the team’s overall creativity and innovation as proved by research. Moreover, a gender diverse team produces high quality decisions. Although there may be some mitigating circumstances where gender diversity can be very hard to achieve (for instance, male workers are more commonly seen regarding physical labor and female workers are more often seen during psychological consultation), the Company will keep focusing on the workforce gender diversity to maintain its current strength as well as to further improve its competences in the future.

CORPORATE GOVERNANCE REPORT

MECHANISMS TO ENSURE INDEPENDENT VIEWS

The Company makes certain that the Board has access to independent views and input through the mechanisms listed below:

1. The Nomination Committee should review the Board composition and the independence of the independent non-executive Directors annually, in particular the portion of the independent non-executive Directors and the independence of the independent non-executive Director who has served for more than nine years.
2. A written confirmation was received by the Company under Rule 3.13 of the Listing Rules from each of the independent non-executive Directors in relation to his/her independence to the Company. The Company considers all its independent non-executive Directors to be independent.
3. In view of good corporate governance practices and to avoid conflict of interests, the Directors who are also Directors and/or senior management of the Company's controlling shareholders and/or certain subsidiaries of the controlling shareholders, would abstain from voting in the relevant Board resolutions on the transactions with the controlling shareholders and/or its associates.
4. The chairman of the Board shall meet with independent non-executive Directors at least once annually.
5. All members of the Board can seek independent professional advice when necessary to perform their responsibilities in accordance with the Company's policy.

The mechanisms to ensure independent views are reviewed by the Nomination Committee for ensuring independent views and input are available to the Board on an annual basis, whether in terms of proportion, recruitment and independence of independent non-executive Directors, and their contribution and access to external independent professional advice.

COMMUNICATION WITH SHAREHOLDERS

The Board recognizes the importance of maintaining effective communication with the shareholders of the Company. The Company establishes various communication tools to ensure the shareholders of the Company are kept well informed of timely information of the Company. These include the annual general meeting, extraordinary general meetings, the annual and interim reports, announcements, circulars and notices. Such documents are accessible on the Company's website at www.zlkcxd.com and the Stock Exchange's website at www.hkexnews.hk/.

SHAREHOLDERS' COMMUNICATION POLICY

Purpose

The Company recognises the importance of providing current and relevant information to its Shareholders. This shareholders' communication policy (the "**Shareholders' Communication Policy**") aims to set out the provisions with the objective to ensure that the Shareholders and potential investors are provided with equal and timely access to balanced and understandable information about the Company, in order to enable Shareholders to exercise their rights in an informed manner, and to allow Shareholders and potential investors to share their views and engage actively with the Company.

General Policy

The Board shall maintain an on-going dialogue with Shareholders and will regularly review the Shareholders' Communication Policy to ensure its effectiveness.

Information is communicated to the Shareholders as well as the stakeholders through periodic disclosure through the Company's financial reports (interim and annual reports), annual general meetings and other general meetings that may be convened, as well as by making available all the disclosures submitted to Stock Exchange and other corporate publications or communications on the Stock Exchange's website (www.hkexnews.hk) and the Company's website (www.zlkcxd.com).

Effective and timely dissemination of information to Shareholders shall be ensured at all times. Any questions, requests and comments can be addressed to the Company by mail to Suite 2703, 27/F., Shui On Centre, No. 6–8 Harbour Road, Wan Chai, Hong Kong, or by email to the secretary to the Board at yaolf@zlkcxd.com, or through the Company's share registrar, Computershare Hong Kong Investor Services Limited.

The Company believes that communication with Shareholders by electronic means, particularly through its website, is an efficient way to distribute information in a timely and convenient manner. Shareholders are encouraged to access to the corporate communications posted on the Company's website to help reduce the quantity of printed copies and hence reduce the impact on the environment.

Pursuant to the new Rule 2.07A of the Listing Rules and the Company's Articles of Association, with effect from 31 December 2023, the Company will disseminate future corporate communications of the company to Shareholders of H Shares electronically and only send corporate communications in printed form to Shareholders of H Shares upon request. Please refer to the letters to registered and non-registered H shareholder(s) of the Company dated 22 January 2024 for details on the new arrangements.

The Company's website will be updated with material posted to the Stock Exchange's website immediately thereafter. Such material includes but not limited to financial statements, results announcements, circulars and notices of general meetings and associated explanatory documents.

Shareholders may at any time make a request for the Company's information to the extent such information is publicly available.

Shareholders shall be provided with designated contacts, email addresses and enquiry lines of the Company in order to enable them to make any query in respect of the Company.

The Company has reviewed that the implementation and effectiveness of the Shareholders' Communication Policy has been conducted for the year ended 31 December 2024.

COMMUNICATION WITH SHAREHOLDERS AND SHAREHOLDERS' RIGHTS

The Company aims to, via its corporate governance structure, enable all Shareholders an equal opportunity to exercise their rights in an informed manner and allow all Shareholders to engage actively with the Company. Under the Company's Articles of Association, the shareholder communication policy and other relevant internal procedures of the Company, the Shareholders enjoy, among others, the following rights:

(i) Participation at general meetings

The general meetings of the Company provide an opportunity for direct communication between the Board and the Shareholders. The Company encourages the participation of the Shareholders through annual general meetings and other general meetings where the Shareholders meet and exchange views with the Board, and to exercise their right to vote at meetings. The Company shall arrange notices of meetings and circulars containing details on proposed resolutions to be sent to the Shareholders no less than 21 days before the annual general meeting and no less than 14 days before other general meetings. At general meetings, separate resolutions are proposed on each substantial issue, including the election of individual Directors.

(ii) Enquiries and proposals to the Board

The Company encourages Shareholders to attend Shareholders' meetings and make proposals by either directly raising questions on both operational and governance matters to the Board and Board Committees at the general meetings or providing written notice of such proposals for the attention of the Company Secretary at the principal place of business of the Company in Hong Kong situated at Suite 2703, 27th Floor, Shui On Centre, 6–8 Harbour Road, Wanchai, Hong Kong.

(iii) Convening extraordinary general meetings

Pursuant to the Articles of Association, Shareholders singly or jointly holding 10% or more of the voting rights attached to the share capital of the Company, on a one vote per share basis, may request in writing the Board to convene an extraordinary general meeting. The Board shall respond in writing concerning the approval or disapproval of the convention of the extraordinary general meeting within 10 days upon its receipt of the request, and if so approved, shall issue the notice thereof within 5 days after the Board's decision. The Board shall convene an extraordinary general meeting or class Shareholders' meeting as soon as practicable. The aforesaid number of Share holdings shall be calculated as of the date of the submission of the written request by the Shareholder(s). A Shareholder's general meeting shall be convened in accordance with the Articles of Association.

All reasonable expenses incurred by convening and holding the aforesaid meeting by Shareholders due to the failure of the Board to hold such meeting in response to the aforesaid request(s) shall be borne by the Company. Such expenses shall be deducted from the amounts due by the Company to the Director(s) who have defaulted their duties.

(iv) Procedures for putting forward proposals at a general meeting

In overseeing and monitoring the business operation of the Company, the Shareholders have the right to put forward proposals and raise inquiries. Shareholders holding 3% or more of the Company's voting shares have the right to put up ad hoc proposals in writing to the Company, and the Company shall include such ad hoc proposals into the agenda for such general meeting if they are matters falling within the functions and powers of general meeting.

DIVIDEND POLICY

The Board has adopted the dividend policy (the “**Dividend Policy**”) on 21 August 2018 which sets out the appropriate procedure on declaring and recommending the dividend payment of the Company. The Company takes priority to distributing dividends in cash and shares its profits with the shareholders of the Company. The dividend distribution decision of the Company will depend on, among others, the financial results, the current and future operations, liquidity and capital requirements, financial condition and other factors as the Board may deem relevant. The Board may also declare special dividends from time to time. The Dividend Policy will be reviewed on a regular basis.

CONSTITUTIONAL DOCUMENTS

In 2023, the Board had proposed to make certain amendments to the Articles of Association to conform to the core standards for shareholder protections (a uniform set of 14 core standards for shareholder protections set out in Appendix A1 (formerly Appendix 3) to the Listing Rules) and to incorporate certain housekeeping amendments, and proposed to adopt an amended Articles of Association (the “**New Constitutional Documents**”). The New Constitutional Documents was adopted by the Shareholders at the AGM of the Company held on 29 June 2023.

For details, please refer to the announcement of the Company dated 6 April 2023 and the circular of the Company dated 25 April 2023.

Pursuant to resolutions of the Shareholders passed on 19 May 2014, 8 August 2014, 18 October 2014, 4 November 2014, 21 November 2014 and 18 December 2014, the Articles of Association were adopted with effect from the Listing Date and were amended pursuant to the resolutions of the Shareholders passed on 30 June 2015, 7 April 2016, 28 April 2017, 28 June 2018, 29 June 2020 and 29 June 2023. Save as disclosed herein, there was no change made to the Articles of Association during the year ended 31 December 2024.

The Articles of Association are available on the websites of the Stock Exchange and the Company.

INDEPENDENT AUDITOR'S REPORT



Independent auditor's report to the Shareholders of Zuoli Kechuang Micro-finance Company Limited

(a joint stock Company incorporated in the People's Republic of China (the "PRC") with limited liability)

OPINION

We have audited the consolidated financial statements of Zuoli Kechuang Micro-finance Company Limited (the "Company") and its subsidiaries (together, the "Group") set out on pages 91 to 148, which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended and notes, comprising material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2024 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards ("HKFRSs") issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") issued by the HKICPA. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the HKICPA's *Code of Ethics for Professional Accountants* (the "Code") together with any ethical requirements that are relevant to our audit of the consolidated financial statements in the PRC, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

KEY AUDIT MATTERS (Continued)

Allowances for impairment of loans and advances to customers

Refer to Note 11 to the consolidated financial statements and the accounting policies on page 102 to page 104.

The Key Audit Matter	How the matter was addressed in our audit
<p>As at 31 December 2024, the Group's loans and advances to customers amounted to RMB2,656.3 million, with allowances for impairment totalling RMB194.2 million.</p> <p>The Group uses the expected credit loss ("ECL") model to measure the loss allowance in accordance with HKFRS 9, Financial instruments ("HKFRS 9").</p> <p>The determination of allowances for impairment of loans and advances to customers using the expected credit loss model is subject to a number of key parameters and assumptions, including the identification of loss stages, estimates of probability of default, loss given default, exposures at default and adjustments for forward-looking information and other adjustment factors. Management judgment is involved in the selection of those parameters and the application of the assumptions.</p> <p>In particular, the determination of the allowances for impairment of loans and advances to customers is heavily dependent on the external macro environment and the Group's internal credit risk management strategy. The expected credit losses for loans and advances to customers are derived from estimates whereby management takes into consideration historical overdue data, the credit grading, the historical loss experience on loans and advances to customers and other adjustment factors.</p>	<p>Our audit procedures to assess the allowances for impairment of loans and advances to customers included the following:</p> <ul style="list-style-type: none"> understanding and assessing the design, implementation and operating effectiveness of key internal controls of financial reporting over the approval, recording and monitoring of loans and advances to customers, the credit grading process and the accrual of allowances for impairment of loans and advances to customers; assessing the reliability of the expected credit loss model used by management in determining loss allowances, including assessing the appropriateness of the key parameters and assumptions in the expected credit loss model, the identification of loss stages, probability of default, loss given default, exposure at default, adjustments for forward-looking information and other management adjustments; assessing the completeness and accuracy of data used for the key parameters in the expected credit loss model. For key parameters derived from internal data relating to original loan agreements, we compared the total balance of loan and advances to customers used by management to assess the allowances for impairment with the general ledger, selecting items and comparing individual loan and advances to customers information with the underlying agreements and other related documentation to assess the accuracy amounts and related information of the loan and advances to customers. For key parameters derived from external data, we assessed the accuracy of such data by comparing them with public resources;

INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTERS (Continued)

Allowances for impairment of loans and advances to customers (Continued)

Refer to Note 11 to the consolidated financial statements and the accounting policies on page 102 to page 104.

The Key Audit Matter	How the matter was addressed in our audit
<p>Management also exercises judgement in determining the quantum of loss given default based on a range of factors. These include available remedies for recovery, the financial situation of the borrower, the recoverable amount of collateral, the seniority of the claim and the existence and cooperativeness of other creditors. The enforceability, timing and means of realisation of collateral can also have an impact on the recoverable amount of collateral and, therefore, the amount of allowances for impairment as at the end of the reporting period.</p> <p>We identified the allowances for impairment of loans and advances to customers as a key audit matter because of the inherent uncertainty and management judgment involved and because of its significance to the financial results of the Group.</p>	<ul style="list-style-type: none">• for key parameters involving judgement, critically assessing input parameters by seeking evidence from external sources and comparing to the Group's internal records including historical loss experience and type of collateral. As part of these procedures, we evaluated the reasons of management's modifications of estimates and model parameters, considered the consistency of management judgments, and assessed key internal controls over the input of underlying data into the models. We compared the forward-looking economic factors used in the models with market information to assess whether they were aligned with market and economic development;• for key parameters used in the expected credit loss model which were derived from system-generated internal data, assessing the accuracy of input data by comparing the input data with original documents on a sample basis;• evaluating the validity of management's assessment on whether the credit risk of the loan and advances to customers has, or has not, increased significantly since initial recognition and whether the loan is credit-impaired by selecting items for credit reviews and checking the loan overdue information, making enquiries of the credit managers about the borrowers' business operations, checking borrowers' financial information and researching market information about borrowers' businesses;• for selected items of loans and advances to customers that are credit-impaired, evaluating management's assessment of the value of collateral held by comparison with market prices. We also evaluated the timing and means of realisation of collateral, evaluated the reasonableness of forecast cash flows, the viability of the Group's recovery plans and other credit enhancements that are integral to the contract terms; and• evaluating whether the disclosures on allowances for impairment of loan and advances to customers comply with the disclosure requirements of the prevailing accounting standards.

KEY AUDIT MATTERS (Continued)**Assessing potential impairment of goodwill**

Refer to Note 12 to the consolidated financial statements and the accounting policies on page 106.

The Key Audit Matter	How the matter was addressed in our audit
<p>As at 31 December 2024, the amount of the Group's goodwill, which arose from the acquisition of two subsidiaries in the previous years, was RMB22.5 million, with allowances for impairment totalling RMB9.9 million.</p> <p>There is a risk that the carrying value of goodwill may not be recoverable in full through the future cash flows to be generated from the related cash-generating unit (the "CGU") to which the goodwill has been allocated. The recoverable amount of the CGU was determined by the management using the value-in-use model whereby a discounted cash flow forecast at the CGU level was prepared by management.</p> <p>We identified the impairment of goodwill as a key audit matter because of its significance to the consolidated financial statements and because determining whether any impairment is required involves a significant degree of management judgement and estimation in forecasting future cash flows, including the annual growth rate, the perpetual growth rate, interest rates and the amount of bad debts, all of which can be affected by expectations about future market or economic conditions and could be subject to management bias.</p>	<p>Our audit procedures to assess the potential impairment of goodwill included the following:</p> <ul style="list-style-type: none"> evaluating the methodology used by management in the preparation of the discounted cash flow forecast with reference to the requirements of the prevailing accounting standards; evaluating the assumptions and critical judgements made by management in the preparation of the discounted cash flow forecast by comparing key inputs, including the annual growth rate, the perpetual growth rate, interest rates and the amount of bad debts with the historical performance of the relevant acquired subsidiaries, management's forecasts and industry report; performing a retrospective review by comparing the prior year's discounted cash flow forecast with the current year's results to assess the reliability and historical accuracy of management's forecasting; evaluating the discount rate used in the discounted cash flow forecast by benchmarking the discount rate against the discount rates for similar companies; obtaining management's sensitivity analyses for the key assumptions, including the annual growth rate and the discount rate adopted in the discounted cash flow forecast and assessing the impact of changes in the key assumptions to the conclusions reached by management in its impairment assessment and whether there were any indicators of management bias; and considering the disclosures in the consolidated financial statements in respect of impairment testing of goodwill with reference to the requirements of the prevailing accounting standards.

INDEPENDENT AUDITOR'S REPORT

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The directors are responsible for the other information. The other information comprises all the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRSs issued by the HKICPA and the disclosure requirements of the Hong Kong Companies Ordinance and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The directors are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSAAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITOR'S REPORT

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Leung Tat Ming.

KPMG

Certified Public Accountants

8th Floor, Prince's Building

10 Chater Road

Central, Hong Kong

18 March 2025

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2024
(Expressed in Renminbi ("RMB") '000, unless otherwise stated)

	Note	2024 RMB'000	2023 RMB'000
Interest income		196,354	236,165
Interest and commission expenses		(40,512)	(49,016)
Net interest income	2	155,842	187,149
Other net income	3	19,886	(12,677)
Impairment losses	4	(38,216)	9,500
Administrative expenses		(45,908)	(52,881)
Profit before taxation	5	91,604	131,091
Income tax	6	(26,207)	(34,455)
Profit and total comprehensive income for the year		65,397	96,636
Attributable to:			
Equity shareholders of the Company		62,440	92,650
Non-controlling interests		2,957	3,986
Profit for the year		65,397	96,636
Earnings per share			
Basic and diluted (RMB)	9	0.05	0.08

The accompanying notes form part of the financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2024

(Expressed in RMB'000, unless otherwise stated)

	Note	31 December 2024 RMB'000	31 December 2023 RMB'000
Assets			
Cash and cash equivalents	10(a)	10,515	17,478
Interest receivables		367	940
Loans and advances to customers	11	2,462,054	2,522,351
Goodwill	12	12,604	18,005
Fixed assets	14	29,514	34,413
Deferred tax assets	19(b)	62,372	61,671
Other assets	15	1,093	2,459
Total assets		2,578,519	2,657,317
Liabilities			
Interest-bearing borrowings	16	488,287	593,519
Lease liabilities	17	1,847	2,938
Accruals and other payables	18	22,210	23,290
Current taxation	19(a)	25,064	34,856
Total liabilities		537,408	654,603
NET ASSETS		2,041,111	2,002,714
CAPITAL AND RESERVES	20		
Share capital		1,180,000	1,180,000
Reserves		803,465	764,625
Total equity attributable to equity shareholders of the Company		1,983,465	1,944,625
Non-controlling interests	13	57,646	58,089
TOTAL EQUITY		2,041,111	2,002,714

The accompanying notes form part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2024
(Expressed in RMB'000, unless otherwise stated)

	Attributable to equity shareholders of the Company						Non-controlling interests RMB'000	Total equity RMB'000
	Share capital	Capital reserve	Surplus reserve	General risk reserve	Retained profits	Total		
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000		
	Note 20(c)	Note 20(d)(i)	Note 20(d)(ii)	Note 20(d)(iii)				
Balance at 31 December 2023 and 1 January 2024	1,180,000	2,114	49,461	67,782	645,268	1,944,625	58,089	2,002,714
Changes in equity for year ended 31 December 2024:								
Profit and total comprehensive income for the year	—	—	—	—	62,440	62,440	2,957	65,397
Appropriation to surplus reserve	—	—	1,378	—	(1,378)	—	—	—
Appropriation to general risk reserve	—	—	—	(2,074)	2,074	—	—	—
Dividends to non-controlling shareholders approved in respect of the previous year (Note 20(b))	—	—	—	—	—	—	(3,400)	(3,400)
Dividends approved in respect of the previous year (Note 20(b))	—	—	—	—	(23,600)	(23,600)	—	(23,600)
Balance at 31 December 2024	1,180,000	2,114	50,839	65,708	684,804	1,983,465	57,646	2,041,111
Balance at 31 December 2022 and 1 January 2023	1,180,000	1,427	49,461	69,316	598,284	1,898,488	63,034	1,961,522
Changes in equity for year ended 31 December 2023:								
Profit and total comprehensive income for the year	—	—	—	—	92,650	92,650	3,986	96,636
Appropriation to general risk reserve	—	—	—	(1,534)	1,534	—	—	—
Acquisition of interest in subsidiary from non-controlling shareholders (Note 13)	—	687	—	—	—	687	(8,931)	(8,244)
Dividends approved in respect of the previous year (Note 20(b))	—	—	—	—	(47,200)	(47,200)	—	(47,200)
Balance at 31 December 2023	1,180,000	2,114	49,461	67,782	645,268	1,944,625	58,089	2,002,714

The accompanying notes form part of the financial statements.

CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 December 2024

(Expressed in RMB'000, unless otherwise stated)

	Note	2024 RMB'000	2023 RMB'000
Operating activities			
Cash generated from operations	10(b)	197,548	330,362
PRC income tax paid	19(a)	(36,700)	(45,414)
Net cash generated from operating activities		160,848	284,948
Investing activities			
Proceeds from disposal of fixed assets		58	124
Payment for the purchase of fixed assets		—	(28)
Net cash generated from investing activities		58	96
Financing activities			
Proceeds from bank loans	10(c)	25,000	75,000
Proceeds from borrowings from third parties	10(c)	—	124,000
Proceeds from borrowings from Euro zone	10(c)	120,061	138,204
Repayment of bank loans	10(c)	(25,000)	(170,000)
Repayment of borrowings from third parties	10(c)	(41,110)	(281,620)
Repayment of borrowings from Euro zone	10(c)	(184,831)	(66,827)
Interest paid	10(c)	(33,322)	(44,846)
Capital element of lease rentals paid	10(c)	(1,502)	(2,353)
Interest element of lease rentals paid	10(c)	(150)	(155)
Payment for acquisition of interest in subsidiary from non-controlling shareholders	13	—	(8,244)
Dividends paid to equity shareholders of the Company	20(b)	(23,600)	(47,200)
Dividends paid to non-controlling shareholders	20(b)	(3,400)	—
Net cash used in financing activities		(167,854)	(284,041)
Net (decrease)/increase in cash and cash equivalents		(6,948)	1,003
Cash and cash equivalents at 1 January	10(a)	17,478	16,595
Effect of foreign exchange rate changes		(15)	(120)
Cash and cash equivalents at 31 December	10(a)	10,515	17,478

The accompanying notes form part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES

(a) Statement of compliance

These financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards (HKFRSs), which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (HKASs) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (HKICPA) and the requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. Material accounting policies adopted by the Group are disclosed below.

The HKICPA has issued certain amendments to HKFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 1(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2024 comprise the Company and its subsidiaries (together referred to as the "Group").

The measurement basis used in the preparation of the financial statements is the historical cost basis, except for the financial assets measured at fair value through profit or loss (see note 1(j)).

The preparation of financial statements in conformity with HKFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of HKFRSs that have significant effect on the financial statements and major sources of estimation uncertainty are discussed in note 24.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(c) Changes in accounting policies

The Group has applied the following amendments to HKFRSs issued by the HKICPA to these financial statements for the current accounting period:

- Amendments to HKAS 1, *Presentation of financial statements — Classification of liabilities as current or non-current* (“2020 amendments”) and amendments to HKAS 1, *Presentation of financial statements — Non-current liabilities with covenants* (“2022 amendments”)
- Amendments to HKFRS 16, *Leases — Lease liability in a sale and leaseback*
- Amendments to HKAS 7, *Statement of cash flows* and HKFRS 7, *Financial instruments: Disclosures — Supplier finance arrangements*

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period. Impacts of the adoption of the new and amended HKFRSs are discussed below:

Amendments to HKAS 1, Presentation of financial statements (the 2020 and 2022 amendments, collectively the “HKAS 1 amendments”)

The HKAS 1 amendments impact the classification of a liability as current or non-current, and have been applied retrospectively as a package.

The 2020 amendments primarily clarify the classification of a liability that can be settled in its own equity instruments. If the terms of a liability could, at the option of the counterparty, result in its settlement by the transfer of the entity's own equity instruments and that conversion option is accounted for as an equity instrument, these terms do not affect the classification of the liability as current or non-current. Otherwise, the transfer of equity instruments would constitute settlement of the liability and impact classification.

The 2022 amendments specify that conditions with which an entity must comply after the reporting date do not affect the classification of a liability as current or non-current. However, the entity is required to disclose information about non-current liabilities subject to such conditions.

Upon the adoption of the amendments, the Group had reassessed the classification of its liabilities as current or non-current and did not identify any reclassification to be made.

1 MATERIAL ACCOUNTING POLICIES (Continued)

(c) Changes in accounting policies (Continued)

Amendments to HKFRS 16, Leases — Lease liability in a sale and leaseback

The amendments clarify how an entity accounts for a sale and leaseback after the date of the transaction. The amendments require the seller-lessee to apply the general requirements for subsequent accounting of the lease liability in such a way that it does not recognise any gain or loss relating to the right of use it retains. A seller-lessee is required to apply the amendments retrospectively to sale and leaseback transactions entered into after the date of initial application. The amendments do not have a material impact on these financial statements as the Group has not entered into any sale and leaseback transactions.

Amendments to HKAS 7, Statement of cash flows and HKFRS 7, Financial instruments: disclosures — Supplier finance arrangements

The amendments introduce new disclosure requirements to enhance transparency of supplier finance arrangements and their effects on an entity's liabilities, cash flows and exposure to liquidity risk. The amendments do not have a material impact on these financial statements as the Group has not entered into any supplier finance arrangements.

(d) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

For each business combination, the Group can elect to measure any non-controlling interests ("NCI") either at fair value or at the NCI's proportionate share of the subsidiary's net identifiable assets. NCI are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. NCI in the results of the Group are presented on the face of the consolidated statement of profit or loss and the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between NCI and the equity shareholders of the Company.

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

When the Group loses control of a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in that former subsidiary is measured at fair value when control is lost.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 1(m)).

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(e) Goodwill

Goodwill arising on acquisition of businesses is measured at cost less accumulated impairment losses and is tested annually for impairment (see note 1(m)).

(f) Investment property

Investment properties are stated at cost less accumulated depreciation and any impairment losses. Depreciation is calculated on the straight-line basis to write off the cost of investment properties to its residual value over its estimated useful life.

Any gain or loss on disposal of investment property is recognised in profit or loss. Rental income from investment properties is recognised in accordance with note 1(r)(iii).

(g) Fixed assets

Fixed assets are stated at cost less accumulated depreciation and impairment losses (see note 1(m)).

If significant parts of an item of fixed assets have different useful lives, then they are accounted for as separate items (major components). Any gain or loss on disposal of an item of fixed assets is recognised in profit or loss.

Depreciation is calculated to write off the cost of fixed assets, less their estimated residual values, if any, using the straight-line method over their estimated useful lives, and is generally recognised in profit or loss.

The estimated useful lives for the current and comparative periods are as follows:

Estimated useful lives	
Premises	20 years
Office and other equipment	5 years
Motor vehicles	5 years
Electronic equipment	5 years
Leasehold improvement	The shorter of the unexpired term of lease and 5 years
Right-of-use assets	Unexpired term of lease

Depreciation methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(h) Intangible assets (other than goodwill)

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and any accumulated impairment losses (see note 1(m)).

Amortisation is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives, if any, and is generally recognised in profit or loss.

The estimated useful lives for the current and comparative periods are as follows:

—	Computer software	5 years
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Amortisation methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

(i) Leased assets

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. This is the case if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

(i) *As a lessee*

Where the contract contains lease components and non-lease components, the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for leases that have a short lease term of 12 months or less, and leases of low-value items such as laptops and office furniture. When the Group enters into a lease in respect of a low-value item, the Group decides whether to capitalise the lease on a lease-by-lease basis. If not capitalised, the associated lease payments are recognised in profit or loss on a systematic basis over the lease term.

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is recognised using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability and are charged to profit or loss as incurred.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(i) Leased assets (Continued)

(i) *As a lessee (Continued)*

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see notes 1(g) and 1(m)).

Refundable rental deposits are accounted for separately from the right-of-use assets. Any excess of the nominal value over the initial fair value of the deposits is accounted for as additional lease payments made and is included in the cost of right-of-use assets.

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'fixed assets' and presents lease liabilities separately in the consolidated statement of financial position.

(ii) *As a lessor*

The Group determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. Otherwise, the lease is classified as an operating lease.

When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. The rental income from operating leases is recognised in accordance with note 1(r)(iii).

When the Group is an intermediate lessor, the sub-leases are classified as a finance lease or as an operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the exemption described in note 1(i)(i), then the Group classifies the sub-lease as an operating lease.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(j) Financial instruments

(i) *Recognition and measurement of financial assets and liabilities*

A financial asset or financial liability is recognised in the consolidated statement of financial position when the Group becomes a party to the contractual provisions of a financial instrument.

The financial instruments are initially stated at fair value plus directly attributable transaction costs, except for those instruments measured at fair value through profit or loss (FVPL) for which transaction costs are recognised directly in profit or loss. For an explanation of how the Group determines fair value of financial instruments, see note 21(e). These investments are subsequently accounted for as follows, depending on their classification.

On initial recognition, a financial asset is classified into one of the following measurement categories:

- amortised cost, if the financial asset is held for the collection of contractual cash flows which represent solely payments of principal and interest. Interest income from the investment is calculated using the effective interest method. (See note 1(r)(i)).
- fair value through other comprehensive income (FVOCI) — recycling, if the contractual cash flows of the financial asset comprise solely payments of principal and interest and the financial asset is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale. Changes in fair value are recognised in other comprehensive income, except for the recognition in profit or loss of expected credit losses, interest income (calculated using the effective interest method) and foreign exchange gains and losses. When the financial asset is derecognised, the amount accumulated in other comprehensive income is recycled from equity to profit or loss.
- fair value at profit or loss (FVPL) if the financial asset does not meet the criteria for being measured at amortised cost or FVOCI (recycling). Changes in the fair value of the financial asset (including interest) are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(j) Financial instruments

(ii) *Credit loss and impairment of financial assets*

The Group recognises a loss allowance for expected credit losses ("ECL"s) to financial assets measured at amortised cost (including cash and cash equivalents, loans and advances to customers and other receivables);

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Generally, credit losses are measured as the present value of all expected cash shortfalls between the contractual and expected amounts.

The expected cash shortfalls are discounted using the following rates if the effect is material:

- fixed-rate financial assets: effective interest rate determined at initial recognition or an approximation thereof;
- variable-rate financial assets: current effective interest rate;

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

ECLs are measured on either of the following bases:

- 12-month ECLs: these are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months); and
- lifetime ECLs: these are the ECLs that result from all possible default events over the expected lives of the items to which the ECL model applies.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for financial instruments that are determined to have low credit risk at the reporting date, which are measured at 12-months ECLs.

1 MATERIAL ACCOUNTING POLICIES (Continued)

(j) Financial instruments (Continued)

(ii) Credit loss and impairment of financial assets (Continued)

Significant increases in credit risk

When determining whether the credit risk of a financial instrument has increased significantly since initial recognition and when measuring ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is 90 days past due.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Any change in the ECL amount is recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

Credit-impaired financial assets

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

- significant financial difficulties of the debtor;
- a breach of contract, such as a default or past due event;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties of the issuer.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(j) Financial instruments (Continued)

(ii) *Credit loss and impairment of financial assets (Continued)*

Write-off policy

The gross carrying amount of a financial asset is written off to the extent that there is no realistic prospect of recovery. This is generally the case when the Group otherwise determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(iii) *Fair value measurement principles*

If there is an active market for a financial asset or financial liability, the quoted price in the active market without adjusting for transaction costs that may be incurred upon future disposal or settlement is used to establish the fair value of the financial asset or financial liability.

If no active market exists for a financial instrument, a valuation technique is used to establish the fair value. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties; reference to the current fair value of another instrument that is substantially the same; discounted cash flow analysis and option pricing models. Where discounted cash flow technique is used, future cash flows are estimated based on management's best estimates and the discount rate used is the prevailing market rate applicable for instrument with similar terms and conditions at the end of each reporting period. Where other pricing models are used, inputs are based on market data at the end of each reporting period.

In estimating the fair value of a financial asset and financial liability, the Group considers all factors including, but not limited to, risk-free interest rate, credit risk, foreign exchange rate and market volatility, that are likely to affect the fair value of the financial asset and financial liability.

The Group obtains market data from the same market where the financial instrument was originated or purchased.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(j) Financial instruments (Continued)

(iv) *Derecognition of financial assets and financial liabilities*

Financial assets (or a part of a financial asset or group of financial assets) are derecognised when the financial assets meet one of the following conditions:

- the contractual rights to the cash flows from the financial asset expire; or
- the Group transfers substantially all the risks and rewards of ownership of the financial assets or where substantially all the risks and rewards of ownership of a financial asset are neither retained nor transferred, the control over that asset is relinquished.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset, but retains control, the Group continues to recognise the financial asset and relevant liability to the extent of its continuing involvement in the financial asset.

The financial liability (or part of it) is derecognised only when the underlying present obligation (or part of it) specified in the contracts is discharged, cancelled or expired. An agreement between the Group and an existing lender to replace the original financial liability with a new financial liability with substantially different terms, or a substantial modification of the terms of an existing financial liability is accounted for as an extinguishment of the original financial liability and recognition of a new financial liability. The difference between the carrying amount of the derecognised financial liability and the consideration paid is recognised in profit or loss.

(v) *Offsetting*

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position when, and only when the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(k) Interest-bearing borrowings

Interest-bearing borrowings are recognised initially at fair value less transaction costs. Subsequently, these borrowings are stated at amortised cost using the effective interest method. Interest expense is recognised in accordance with note 1(t).

(l) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, property pre-sale proceeds held by solicitors that are held for meeting short-term cash commitments, and other short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for ECL (see note 1(j)(iii)).

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(m) Impairment of non-financial assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than investment property and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units ("CGU"s). Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the resulting carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(n) Employee benefits

Short-term employee benefits and contributions to defined contribution retirement plans

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Obligations for contributions to defined contribution retirement plans are expensed as the related service is provided.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(o) Income tax

Income tax expense comprises current tax and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI.

Current tax comprises the estimated tax payable or receivable on the taxable income or loss for the year and any adjustments to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects any uncertainty related to income taxes. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investment in subsidiaries, associates and joint venture to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future;
- taxable temporary differences arising on the initial recognition of goodwill; and
- those related to the income taxes arising from tax laws enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development.

The Group recognised deferred tax assets and deferred tax liabilities separately in relation to its lease liabilities and right-of-use assets.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if certain criteria are met.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(p) Value-added-tax ("VAT")

Output VAT is calculated on taxable revenue. The basis for VAT payable is to deduct input VAT from the output VAT for the period. The tax rate of VAT is 6%.

(q) Provisions and contingent liabilities

Generally provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, a separate asset is recognised for any expected reimbursement that would be virtually certain. The amount recognised for the reimbursement is limited to the carrying amount of the provision.

(r) Revenue and other income

Income is classified by the Group as revenue when it arises from the sale of goods, the provision of services or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

Revenue is recognised when control over a product or service is transferred to the customer, or the lessee has the right to use the asset, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties. Revenue excludes value added tax or other sales taxes and is after deduction of any trade discounts.

Further details of the Group's revenue and other income recognition policies are as follows:

(i) *Interest income*

Interest income is recognised using the effective interest method. The 'effective interest rate' is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset. In calculating interest income, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired). However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

1 MATERIAL ACCOUNTING POLICIES (Continued)

(r) Revenue and other income (Continued)

(ii) Government grants

Government grants are recognised in the consolidated statement of financial position initially when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them. Grants that compensate the Group for expenses incurred are recognised as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred. Grants that compensate the Group for the cost of an asset are deducted from the carrying amount of the asset and consequently are effectively recognised in profit or loss over the useful life of the asset by way of reduced depreciation expense.

(iii) Rental income from operating leases

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are earned.

(s) Translation of foreign currencies

Transactions in foreign currencies are translated into the respective functional currencies of group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognised in profit or loss.

(t) Borrowing costs

Borrowing costs are expensed in the period in which they are incurred.

(u) Related parties

(a) A person, or a close member of that person's family, is related to the Group if that person:

- (i) has control or joint control over the Group;
- (ii) has significant influence over the Group; or
- (iii) is a member of the key management personnel of the Group or the Group's parent.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

1 MATERIAL ACCOUNTING POLICIES (Continued)

(u) Related parties (Continued)

- (b) An entity is related to the Group if any of the following conditions applies:
- (i) The entity and the Group are members of the same Group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a Group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) The entity, or any member of a Group of which it is a part, provides key management personnel services to the Group or to the Group's parent.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

(v) Segment reporting

Operating segments, and the amounts of each segment item reported in the financial statements, are identified from the financial information provided regularly to the Group's most senior executive management for the purposes of allocating resources to, and assessing the performance of, the Group's various lines of business and geographical locations.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

2 NET INTEREST INCOME

The principal activity of the Group is the provision of loans to customers in Zhejiang province, the PRC. The amount of each significant category of revenue recognised is as follows:

	2024 RMB'000	2023 RMB'000
Interest income arising from		
Loans and advances to customers	196,242	236,053
Cash at banks	112	112
	196,354	236,165
Interest and commission expenses arising from		
Borrowings from non-bank institutions	(39,251)	(46,241)
Borrowings from banks	(1,010)	(2,528)
Lease liabilities	(150)	(155)
Bank charges	(101)	(92)
	(40,512)	(49,016)
Net interest income	155,842	187,149

The Group's customer base is diversified and no customer with whom transactions have exceeded 10% of the Group's net interest income during the years ended 31 December 2024 and 2023. Details of concentration of credit risk are set out in note 21(a).

For the years ended 31 December 2024 and 2023, the directors have determined that the Group has only one single business component/reportable segment as the Group is principally engaged in providing lending services which is the basis to allocate resources and assess performance of the Group.

The principal place of the Group's operation is Zhejiang province in the PRC. For the purpose of segment information disclosures under HKFRS 8, the Group regarded Zhejiang province as its place of domicile. All the Group's revenue and assets are principally attributable to Zhejiang province, being the main operating region.

3 OTHER NET INCOME

	2024 RMB'000	2023 RMB'000
Government grants (Note)	13,376	—
Exchange gains/(losses)	6,276	(12,962)
Gains from disposal of fixed assets	44	143
Others	190	142
Total	19,886	(12,677)

Note: Government grants mainly represents the tax refund granted by local government.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

4 IMPAIRMENT LOSSES

	2024 RMB'000	2023 RMB'000
Loans and advances to customers (Note 11)	(32,173)	7,836
Interest receivables	(575)	2,435
Goodwill (Note 12)	(5,401)	(771)
Other assets	(67)	—
Total	(38,216)	9,500

5 PROFIT BEFORE TAXATION

Profit before taxation is arrived at after charging:

(a) Staff costs

	2024 RMB'000	2023 RMB'000
Salaries, bonuses and allowance	12,818	13,770
Contribution to retirement scheme	936	884
Social insurance and other benefits	2,661	2,987
Total	16,415	17,641

The Group is required to participate in the pension scheme organised by the municipal government of Zhejiang Province whereby the Group is required to pay annual contributions for PRC based employees at certain rate of the standard wages determined by the relevant authorities in the PRC during the year. The Group has no other material obligation for payment of retirement benefits to the PRC based employees beyond the annual contributions described above.

(b) Other items

	2024 RMB'000	2023 RMB'000
Depreciation expenses (Note 14)		
— owned fixed assets	3,402	3,834
— right-of-used assets	1,361	2,210
— investment property	398	232
Operating lease charges	10	7
Auditors' remuneration		
— audit services	3,200	3,200
— other services	80	80

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

- (a) Taxation in the consolidated statement of profit or loss and other comprehensive income represents

	2024 RMB'000	2023 RMB'000
Current tax (Note 19(a))		
Provision for PRC income tax for the year	26,908	37,312
Deferred tax (Note 19(b))		
Origination and reversal of temporary differences	(701)	(2,857)
Total	26,207	34,455

- (b) Reconciliation between tax expense and accounting profit at applicable tax rates

	2024 RMB'000	2023 RMB'000
Profit before taxation	91,604	131,091
Notional tax on profit before taxation, calculated at the rates applicable in the jurisdictions concerned (Notes)	22,901	32,773
Under-provision in respect of prior years	—	95
Effect of non-deductible expenses	3,306	1,587
Actual income tax expense	26,207	34,455

Notes:

- (i) The Company and the subsidiaries of the Group incorporated in the PRC are subject to PRC income tax at the statutory tax rate of 25% for the year ended 31 December 2024 (2023: 25%).
- (ii) No provision for Hong Kong Profits Tax has been made, as the subsidiary of the Group incorporated in Hong Kong did not have assessable profits subject to Hong Kong Profits Tax for the year ended 31 December 2024 (2023: nil).

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

7 DIRECTORS' AND SUPERVISORS' REMUNERATION

Directors' emoluments disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation are as follows:

	2024				
	Fees RMB'000	Salaries, allowances and other benefits in kind RMB'000	Pension scheme RMB'000	Discretionary bonuses RMB'000	Total RMB'000
Chairman					
Yu Yin (俞寅)	6	271	21	60	358
Executive directors					
Zheng Xuegen (鄭學根)	6	359	43	120	528
Yang Sheng (楊晟)	6	568	43	120	737
Hu Fangfang (胡芳芳)	6	417	35	120	578
Non-executive director					
Pan Zhongmin (潘忠敏)	6	—	—	—	6
Independent non-executive directors					
Chan Kin Man (陳健民)	150	—	—	—	150
Zhao Xuqiang (趙旭強)	100	—	—	—	100
Yang Jie (楊婕)	100	—	—	—	100
Supervisors					
Zhou Mingwan (周明萬)	6	—	—	—	6
Wang Peijun (王培軍)	6	—	—	—	6
Chen Qi (陳琦)	6	327	18	10	361
	398	1,942	160	430	2,930

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

7 DIRECTORS' AND SUPERVISORS' REMUNERATION (Continued)

	2023				
	Fees RMB'000	Salaries, allowances and other benefits in kind RMB'000	Pension scheme RMB'000	Discretionary bonuses RMB'000	Total RMB'000
Chairman					
Yu Yin (俞寅)	6	559	40	120	725
Executive directors					
Zheng Xuegen (鄭學根)	6	372	40	120	538
Yang Sheng (楊晟)	6	581	40	120	747
Hu Fangfang (胡芳芳)	6	431	34	120	591
Non-executive director					
Pan Zhongmin (潘忠敏)	6	—	—	—	6
Independent non-executive directors					
Chan Kin Man (陳健民)	136	—	—	—	136
Zhao Xuqiang (趙旭強)	100	—	—	—	100
Yang Jie (楊婕)	100	—	—	—	100
Supervisors					
Zhou Mingwan (周明萬)	6	—	—	—	6
Wang Peijun (王培軍)	6	—	—	—	6
Chen Qi (陳琦)	6	332	17	20	375
	384	2,275	171	500	3,330

Except for Mr. Yu Yin, the Chairman, who has waived part of annual remuneration, no other directors or supervisors has waived any remuneration during the year ended 31 December 2024. No directors or supervisors had waived any remuneration during the year ended 31 December 2023.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

8 INDIVIDUALS WITH HIGHEST EMOLUMENTS

Of the five individuals with the highest emoluments, four (2023: four) are directors or supervisors of the Group for the year ended 31 December 2024, whose emoluments are disclosed in note 7. The aggregate of the emoluments in respect of the other individual are as follow:

	2024 RMB'000	2023 RMB'000
Salaries and other emoluments	364	376
Discretionary bonuses	120	120
Pension scheme	27	25
	511	521

The emoluments of the one (2023: one) individual with the highest emoluments are within the following bands:

	2024 Number of individuals	2023 Number of individuals
<i>Hong Kong dollar</i>		
Nil – 1,000,000	1	1
1,000,001 – 1,500,000	—	—

No emoluments are paid or payable to these individuals as retirement from employment or as an inducement to join or upon joining the Group or as compensation for loss of office during the years ended 31 December 2024 and 2023.

9 EARNINGS PER SHARE

The calculation of basic earnings per share is based on the profit attributable to ordinary equity shareholders of the Company and the weighted average of ordinary shares in issue during the year as follows:

	2024	2023
Profit attributable to the equity shareholders of the Company (RMB'000)	62,440	92,650
Weighted average number of ordinary shares in issue ('000)	1,180,000	1,180,000
Basic earnings per share (RMB)	0.05	0.08

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

9 EARNINGS PER SHARE (Continued)

(a) Weighted average number of ordinary shares

	2024 '000	2023 '000
Issued ordinary shares at 1 January	1,180,000	1,180,000
Weighted average number of ordinary shares at 31 December	1,180,000	1,180,000

There were no dilutive potential ordinary shares during the years ended 31 December 2024 and 2023, and therefore, diluted earnings per share are the same as the basic earnings per share.

10 CASH AND CASH EQUIVALENTS

(a) Cash and cash equivalents comprise

	31 December 2024 RMB'000	31 December 2023 RMB'000
Cash in hand	2	2
Cash at banks	10,372	17,309
Others	141	167
Cash and cash equivalents in the cash flow statement	10,515	17,478

(b) Reconciliation of profit before taxation to cash generated from operating activities

	2024 RMB'000	2023 RMB'000
Profit before taxation	91,604	131,091
Adjustment for:		
Impairment losses/(reversal)	38,216	(9,500)
Depreciation and amortisation	5,161	6,276
Exchange (gains)/losses	(6,276)	12,962
Interest expenses	40,411	48,924
Net gains on disposal of fixed assets	(44)	(143)
Changes in working capital:		
Decrease in loans and advances to customers	28,124	139,790
Decrease in interest receivables and other assets	1,295	680
(Decrease)/increase in accruals and other payables	(943)	282
Cash generated from operations	197,548	330,362

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

10 CASH AND CASH EQUIVALENTS (Continued)

(c) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statement as cash flows from financing activities.

	Bank loans RMB'000	Borrowings from third parties RMB'000	Borrowings from Euro zone RMB'000	Lease liabilities RMB'000	Total RMB'000
At 1 January 2024	25,015	41,248	527,256	2,938	596,457
Changes from financing cash flow					
Proceeds from bank loans	25,000	—	—	—	25,000
Repayment of bank loans	(25,000)	—	—	—	(25,000)
Repayment of borrowings from third parties	—	(41,110)	—	—	(41,110)
Proceeds from borrowings from Euro zone	—	—	120,061	—	120,061
Repayment of borrowings from Euro zone	—	—	(184,831)	—	(184,831)
Capital element of lease rentals paid	—	—	—	(1,502)	(1,502)
Interest element of lease rentals paid	—	—	—	(150)	(150)
Interest paid	(997)	(3,011)	(29,314)	—	(33,322)
Total changes from financing cash flows	(997)	(44,121)	(94,084)	(1,652)	(140,854)
Exchange adjustments	—	—	(6,291)	—	(6,291)
Other changes:					
Interest expense (Note 2)	1,010	2,873	36,378	150	40,411
Value-added tax	—	—	—	135	135
Increase in lease liabilities from entering into new leases during the year	—	—	—	276	276
Total other changes	1,010	2,873	36,378	561	40,822
At 31 December 2024	25,028	—	463,259	1,847	490,134

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

10 CASH AND CASH EQUIVALENTS (Continued)

(c) Reconciliation of liabilities arising from financing activities (Continued)

	Bank loans RMB'000	Borrowings from third parties RMB'000	Borrowings from Euro zone RMB'000	Lease liabilities RMB'000	Total RMB'000
At 1 January 2023	120,143	200,581	439,208	1,946	761,878
Changes from financing cash flow					
Proceeds from bank loans	75,000	—	—	—	75,000
Repayment of bank loans	(170,000)	—	—	—	(170,000)
Proceeds from borrowings from third parties	—	124,000	—	—	124,000
Repayment of borrowings from third parties	—	(281,620)	—	—	(281,620)
Proceeds from borrowings from Euro zone	—	—	138,204	—	138,204
Repayment of borrowings from Euro zone	—	—	(66,827)	—	(66,827)
Capital element of lease rentals paid	—	—	—	(2,353)	(2,353)
Interest element of lease rentals paid	—	—	—	(155)	(155)
Interest paid	(2,656)	(13,111)	(29,079)	—	(44,846)
Total changes from financing cash flows	(97,656)	(170,731)	42,298	(2,508)	(228,597)
Exchange adjustments	—	—	12,842	—	12,842
Other changes:					
Interest expense (Note 2)	2,528	14,537	31,704	155	48,924
Commission payables of obtaining interest-bearing borrowings	—	(3,139)	1,204	—	(1,935)
Value-added tax	—	—	—	207	207
Increase in lease liabilities from entering into new leases during the year	—	—	—	6,532	6,532
Lease modifications	—	—	—	(3,394)	(3,394)
Total other changes	2,528	11,398	32,908	3,500	50,334
At 31 December 2023	25,015	41,248	527,256	2,938	596,457

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

10 CASH AND CASH EQUIVALENTS (Continued)

(d) Total cash outflow for leases

Amounts included in the cash flow statement for leases comprise the following:

	2024 RMB'000	2023 RMB'000
Within operating cash flows	10	7
Within financing cash flows	1,652	2,508
Cash flows of rentals paid on leases	1,662	2,515

These amounts relate to the following:

	2024 RMB'000	2023 RMB'000
Lease rentals paid	1,662	2,515

11 LOANS AND ADVANCES TO CUSTOMERS

(a) Analysed by nature

	31 December 2024 RMB'000	31 December 2023 RMB'000
Corporate loans	1,219,180	1,146,973
Retail loans	1,395,888	1,526,958
Micro-loans granted online	25,466	26,963
Sub-total	2,640,534	2,700,894
Accrued interest	15,734	19,952
Gross loans and advances to customers	2,656,268	2,720,846
Less: Allowances for impairment losses	(194,214)	(198,495)
Net loans and advances to customers	2,462,054	2,522,351

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

11 LOANS AND ADVANCES TO CUSTOMERS (Continued)

(b) Analysed by type of collateral

	31 December 2024 RMB'000	31 December 2023 RMB'000
Unsecured loans	27,870	27,919
Guaranteed loans	2,586,792	2,644,055
Collateralized loans	3,379	8,392
Pledged loans	22,493	20,528
Sub-total	2,640,534	2,700,894
Accrued interest	15,734	19,952
Gross loans and advances to customers	2,656,268	2,720,846
Less: Allowances for impairment losses	(194,214)	(198,495)
Net loans and advances to customers	2,462,054	2,522,351

(c) Analysed by industry sector

	31 December 2024		31 December 2023	
	RMB'000	%	RMB'000	%
Wholesale and retail	653,700	24%	628,550	23%
Manufacturing	131,380	5%	117,223	4%
Construction	148,700	5%	138,200	5%
Agriculture, forestry, animal husbandry and fishery	400	1%	500	1%
Others	285,000	11%	262,500	9%
Corporate loans	1,219,180	46%	1,146,973	42%
Retail loans	1,395,888	53%	1,526,958	57%
Micro-loans granted online	25,466	1%	26,963	1%
Sub-total	2,640,534	100%	2,700,894	100%
Accrued interest	15,734		19,952	
Gross loans and advances to customers	2,656,268		2,720,846	
Less: Allowances for impairment losses	(194,214)		(198,495)	
Net loans and advances to customers	2,462,054		2,522,351	

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

11 LOANS AND ADVANCES TO CUSTOMERS (Continued)

(d) Overdue loans analysed by type of collateral and overdue period

	31 December 2024				
	Overdue within 3 months (inclusive) RMB'000	Overdue more than 3 months to 6 months (inclusive) RMB'000	Overdue more than 6 months to one year (inclusive) RMB'000	Overdue more than one year RMB'000	Total RMB'000
Unsecured loans	113	61	1,415	13,546	15,135
Guaranteed loans	9,380	11,932	7,942	57,788	87,042
Collateralized loans	—	—	—	2,779	2,779
Total	9,493	11,993	9,357	74,113	104,956

	31 December 2023				
	Overdue within 3 months (inclusive) RMB'000	Overdue more than 3 months to 6 months (inclusive) RMB'000	Overdue more than 6 months to one year (inclusive) RMB'000	Overdue more than one year RMB'000	Total RMB'000
Unsecured loans	327	9	169	13,422	13,927
Guaranteed loans	17,167	6,552	23,375	56,399	103,493
Collateralized loans	—	—	500	6,892	7,392
Total	17,494	6,561	24,044	76,713	124,812

Overdue loans represent loans and advances to customers, of which the whole or part of the principal or interest was overdue for one day or more. All amounts are shown as gross amount of overdue loans and advances to customers before any allowances for impairment losses.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

11 LOANS AND ADVANCES TO CUSTOMERS (Continued)

(e) Analysed by methods for assessing allowances for impairment losses

	31 December 2024			
	12-month ECLs RMB'000	Lifetime ECLs non credit-impaired RMB'000	Lifetime ECLs credit-impaired RMB'000	Total RMB'000
Gross loans and advances to customers	2,167,309	384,215	104,744	2,656,268
Less: Allowances for impairment losses	(62,817)	(37,021)	(94,376)	(194,214)
Net loans and advances to customers	2,104,492	347,194	10,368	2,462,054

	31 December 2023			
	12-month ECLs RMB'000	Lifetime ECLs non credit-impaired RMB'000	Lifetime ECLs credit-impaired RMB'000	Total RMB'000
Gross loans and advances to customers	2,468,646	127,715	124,485	2,720,846
Less: Allowances for impairment losses	(74,987)	(13,480)	(110,028)	(198,495)
Net loans and advances to customers	2,393,659	114,235	14,457	2,522,351

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

11 LOANS AND ADVANCES TO CUSTOMERS (Continued)

(f) Movements of allowances for impairment losses

	2024			
	12-month ECLs RMB'000	Lifetime ECLs non credit-impaired RMB'000	Lifetime ECLs credit- impaired RMB'000	Total RMB'000
At 1 January 2024	74,987	13,480	110,028	198,495
Transferred to				
— Lifetime ECLs non credit-impaired	(1)	1	—	—
— Lifetime ECLs credit- impaired	(340)	(1,039)	1,379	—
(Reversal)/charge for the year	(11,829)	24,579	19,423	32,173
Write off	—	—	(37,137)	(37,137)
Recoveries of loans and advances written off in previous years	—	—	683	683
At 31 December 2024	62,817	37,021	94,376	194,214

	2023			
	12-month ECLs RMB'000	Lifetime ECLs non credit-impaired RMB'000	Lifetime ECLs credit- impaired RMB'000	Total RMB'000
At 1 January 2023	62,864	17,883	128,704	209,451
Transferred to				
— Lifetime ECLs non credit-impaired	(1)	1	—	—
— Lifetime ECLs credit- impaired	(620)	(47)	667	—
Charge/(reversal) for the year	12,744	(4,357)	(16,223)	(7,836)
Write off	—	—	(7,816)	(7,816)
Recoveries of loans and advances written off in previous years	—	—	4,696	4,696
At 31 December 2023	74,987	13,480	110,028	198,495

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

11 LOANS AND ADVANCES TO CUSTOMERS (Continued)

(g) Analysed by credit quality

	2024 RMB'000	2023 RMB'000
Gross balance of loans and advances to customers that are assessed for 12-month ECLs		
— Neither overdue nor credit-impaired	2,167,309	2,468,646
Sub-total	2,167,309	2,468,646
Gross balance of loans and advances to customers that are assessed for lifetime ECLs non credit-impaired		
— Overdue but not credit-impaired	212	327
— Neither overdue nor credit-impaired	384,003	127,388
Sub-total	384,215	127,715
Gross balance of loans and advances to customers that are assessed for lifetime ECLs credit-impaired		
— Overdue and credit-impaired	104,744	124,485
Sub-total	104,744	124,485
Less: Allowances for impairment losses	(194,214)	(198,495)
Net value	2,462,054	2,522,351

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

12 GOODWILL

	RMB'000
Cost:	
At 1 January and 31 December 2024	22,502
Accumulated impairment losses:	
At 1 January 2023	(3,726)
Impairment loss	(771)
At 31 December 2023	(4,497)
Impairment loss	(5,401)
At 31 December 2024	(9,898)
Carrying amount:	
At 31 December 2024	12,604
At 31 December 2023	18,005

Goodwill is allocated to the Group's cash-generating units identified according to the micro-finance operations acquired as follows:

	31 December 2024 RMB'000	31 December 2023 RMB'000
Deqing Jinhui Micro-finance Company Limited (德清金匯小額貸款有限公司) ("Jinhui Micro-finance")	12,604	18,005

The Group acquired 96.9298% equity interest in Jinhui Micro-finance for a total consideration of RMB238.5 million on 1 July 2015. The excess of the acquisition costs over the share of net fair value of Jinhui Micro-finance's identifiable net assets of RMB18.0 million was recorded as goodwill and allocated to the micro-finance operation of Jinhui Micro-finance.

The Group acquired 60% equity interest in Xingyao Micro-finance for a total consideration of RMB130.0 million on 18 November 2016. The excess of the acquisition costs over the share of net fair value of Xingyao Micro-finance's identifiable net assets of RMB4.5 million was recorded as goodwill and allocated to the micro-finance operation of Xingyao Micro-finance. As at 31 December 2024 and 31 December 2023, the accumulated impairment losses of goodwill allocated to Xingyao Micro-finance amounted to RMB4.5 million.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

12 GOODWILL (Continued)

Impairment test

The recoverable amount of the acquired subsidiaries is greater of its fair value less costs of disposal and value in use. For Jinhui Micro-finance, the recoverable amount is determined on value in use calculation. In assessing value in use, the calculations of the acquired subsidiaries are determined based on value-in-use calculations. These calculations use cash flow projections based on financial budgets approved by management covering a five-year period. Cash flows beyond five-year period of Jinhui Micro-finance are extrapolated using an estimated weighted average growth rate of 2.4%, which is consistent with Jinhui Micro-finance's development strategy and the forecasts included in industry reports. The growth rate used do not exceed the long-term average growth rates for micro-finance operations in the past. The cash flows are discounted using discount rates of 7.76% by Jinhui Micro-finance at 31 December 2024 (2023: 9.36%). The discounted rate is pre-tax and reflect specific risks relating to Jinhui Micro-finance.

The impairment loss of RMB5.4 million recognised in "Impairment losses" during the year solely relates to Jinhui Micro-finance's operation (the cash-generate unit, the "CGU"). As the CGU has been reduced to its recoverable amount of RMB1,920.8 million which is determined by value-in-use approach, any adverse change in the assumptions used in the calculation of recoverable amount would result in further impairment losses.

13 INVESTMENTS IN SUBSIDIARIES

The following list contains all the subsidiaries of the Group. The class of shares held is ordinary unless otherwise stated.

Name of Companies	Place of incorporation and business	Paid-up capital	Proportion of ownership interest		
			at 31 December 2024 and 31 December 2023		
			Group's effective interest	Held by the Company	Principal activities
Deqing Jinhui Micro-finance Company Limited (德清金匯小額貸款有限公司) ("Jinhui Micro-finance") (Note (i))	Deqing, Zhejiang	1,228,000,000	99.76%	99.76%	Micro-finance
Zuoli Micro-finance Hong Kong International Investment Company Limited (佐力小貸香港國際投資有限公司) ("Zuoli HK") (Note (ii))	Hong Kong	—	100.00%	100.00%	Investment, trading
Hangzhou High-tech District (Binjiang) Xing Yao Pu Hui Micro-finance Co., Ltd. (杭州市高新區(濱江)興耀普匯小額貸款有限公司) ("Xingyao Micro-finance") (Note (iii))	Hangzhou, Zhejiang	100,000,000	66.00%	66.00%	Micro-finance

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

13 INVESTMENTS IN SUBSIDIARIES (Continued)

Notes:

- (i) Pursuant to the equity transfer agreements and the supplemental agreement entered into by the Company and a non-controlling shareholders of Jinhui Micro-finance dated 25 January 2021 and 6 July 2021, the Company acquired 0.33% equity interest in Jinhui Micro-finance at a consideration of RMB4.8 million after obtaining approvals from relevant authorities in the PRC. Upon the completion of the aforementioned acquisition, the Company's equity interest in Jinhui Micro-finance increased from approximately 99.43% to 99.76%. As at 31 December 2022, the Company had paid RMB4.8 million in accordance with the payment plan in the supplemental agreement. The difference between the acquisition consideration and the carrying amount of the 0.33% equity interest in Jinhui Micro-finance amounted to RMB447 thousand was recorded as Reserves-Capital reserve in the consolidated statement of financial position as at 31 December 2021.
- (ii) On 18 August 2015 (date of incorporation), Zuoli HK's 1,000,000 shares with par value of HK\$1 was allotted and issued to its sole shareholder, the Company. As at 31 December 2024, the issued shares had not been paid by the Company.
- (iii) Pursuant to the equity transfer agreements entered into by the Company and non-controlling shareholders of Xingyao Micro-finance in 2022, the Company acquired 6.00% equity interest in Xingyao Micro-finance at total consideration of RMB8,244 thousand after obtaining approvals from PRC relevant authorities on 9 February 2023. Upon the completion of the aforementioned acquisition, the Company's equity interest in Xingyao Micro-finance increased from 60.00% to 66.00%. As at 31 December 2023, the Company had paid RMB8,244 thousand in accordance with the equity transfer agreements. The difference between the acquisition consideration and the carrying amount of the 6.00% equity interest in Xingyao Micro-finance amounted to RMB687 thousand was recorded as Reserves-Capital reserve in the consolidated statement of financial position as at 31 December 2023.

The following tables lists out the information relating to Xingyao Micro-finance which has a material non-controlling interest ("NCI"). The summarised financial information presented below represents the amounts before any inter-company elimination.

	2024 RMB'000	2023 RMB'000
NCI Percentage	34%	34%
Total assets	158,919	160,888
Total liabilities	(3,087)	(3,330)
Net assets	155,832	157,558
Carrying amount of NCI	52,983	53,570
Net interest income	13,769	17,872
Profit and total comprehensive income for the year	8,276	10,666
Profit allocated to NCI	2,814	3,744
Net cash generated from operating activities	5,638	10,219
Net cash used in investing activities	(2,178)	(7,021)
Net cash used in financing activities	(10,324)	(311)

NOTES TO THE FINANCIAL STATEMENTS
(Expressed in RMB'000, unless otherwise stated)

14 FIXED ASSETS

(a) Reconciliation of carrying amount

	Premises for own use RMB'000	Right-of- use assets RMB'000	Office and other equipment RMB'000	Motor vehicles RMB'000	Electronic equipment RMB'000	Leasehold improvement RMB'000	Sub-total RMB'000	Investment property RMB'000	Total RMB'000
Cost:									
At 1 January 2023	22,115	8,899	3,964	4,456	2,023	35,883	77,340	—	77,340
Transfer into investment property	(15,108)	—	—	—	—	—	(15,108)	15,108	—
Additions	—	6,532	—	—	28	—	6,560	—	6,560
Retirement	—	(11,345)	(62)	(918)	—	—	(12,325)	—	(12,325)
At 31 December 2023 and 1 January 2024	7,007	4,086	3,902	3,538	2,051	35,883	56,467	15,108	71,575
Additions	—	276	—	—	—	—	276	—	276
Retirement	—	(818)	—	(302)	—	—	(1,120)	—	(1,120)
At 31 December 2024	7,007	3,544	3,902	3,236	2,051	35,883	55,623	15,108	70,731
Accumulated depreciation:									
At 1 January 2023	(2,978)	(6,827)	(3,538)	(4,305)	(1,832)	(20,356)	(39,836)	—	(39,836)
Transfer into investment property	2,386	—	—	—	—	—	2,386	(2,386)	—
Charge for the year	(499)	(2,210)	(263)	(13)	(54)	(3,005)	(6,044)	(232)	(6,276)
Retirement	—	7,990	59	901	—	—	8,950	—	8,950
At 31 December 2023 and 1 January 2024	(1,091)	(1,047)	(3,742)	(3,417)	(1,886)	(23,361)	(34,544)	(2,618)	(37,162)
Charge for the year	(333)	(1,361)	(22)	—	(42)	(3,005)	(4,763)	(398)	(5,161)
Retirement	—	818	—	288	—	—	1,106	—	1,106
At 31 December 2024	(1,424)	(1,590)	(3,764)	(3,129)	(1,928)	(26,366)	(38,201)	(3,016)	(41,217)
Net book value:									
At 31 December 2024	5,583	1,954	138	107	123	9,517	17,422	12,092	29,514
At 31 December 2023	5,916	3,039	160	121	165	12,522	21,923	12,490	34,413

Note: As at 31 December 2024, the fair value of the investment property amounted to RMB16.5 million (As at 31 December 2023: RMB19.1 million).

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

14 FIXED ASSETS (Continued)

(b) Right-of-use assets

	31 December 2024 RMB'000	31 December 2023 RMB'000
Premises leased for own use, carried at depreciated cost	1,954	3,039

15 OTHER ASSETS

	31 December 2024 RMB'000	31 December 2023 RMB'000
Prepayment	654	763
Others	439	1,696
	1,093	2,459

All other assets were expected to be recovered or recognised as expenses within one year.

NOTES TO THE FINANCIAL STATEMENTS
(Expressed in RMB'000, unless otherwise stated)

16 INTEREST-BEARING BORROWINGS

	31 December 2024 RMB'000	31 December 2023 RMB'000
Bank loans (Note (i))		
— Amortised cost	25,000	25,000
— Accrued interest	28	15
	25,028	25,015
Borrowings from third parties (Note (ii))		
— Amortised cost	—	40,494
— Accrued interest	—	754
	—	41,248
Borrowings from Euro zone (Note (iii))		
— Amortised cost	458,369	524,653
— Accrued interest	4,890	2,603
	463,259	527,256
Total	488,287	593,519

Notes:

- (i) All of the Group's bank loans are subject to the fulfilment of covenants commonly found in lending arrangements with financial institutions. If the Group was to breach the covenants, the loans would become payable on demand. The Group regularly monitors its compliance with these covenants. As at 31 December 2024 and 31 December 2023, none of the covenants relating to the bank loans had been breached.
- (ii) In 2024, the Group repaid financings with nominal amount totaling RMB41.1 million, which are guaranteed by certain shareholders and related parties. As at 31 December 2024, there is no remaining balance of these financings.
- (iii) In 2024, the Group repaid financings with nominal amount totaling EUR8.3 million. As at 31 December 2024, the remaining balance of these financing was EUR16.4 million with an interest rate of 4.25% per annum, which are due from April 2025 to November 2025. These borrowings are guaranteed by the Jinhui Micro-finance.

In 2024, the Group obtained financing with nominal amount totaling CNH121.2 million at an interest rate ranging from 6.5% to 6.8% per annum from a financial institution located in Euro zone, which are due from July 2025 to January 2029, and repaid financings with nominal amount totaling CNH120.6 million. As at 31 December 2024, the remaining balance of these financing was CNH337.8 million. Among these borrowings, nominal amount totaling CNH161.6 million at an interest rate ranging from 6.8% to 8.03% per annum are guaranteed by the Jinhui Micro-finance, which are due from July 2025 to May 2027. Besides, nominal amount totaling CNH32.5 million at an interest rate of 6.6% per annum are guaranteed by Jinhui Micro-finance and Deqing Puhua Energy Co., Ltd., which are due in January 2029.

The financing is subject to the fulfilment of covenants relating to certain of the Group's balance sheet ratio, as are commonly found in the lending arrangements with financial institutions. If the Group was to breach the covenants, the loans would become payable on demand. The Group regularly monitors its compliance with these covenants.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

17 LEASE LIABILITIES

	At 31 December 2024		At 31 December 2023	
	Present value of the minimum lease payments RMB'000	Total minimum lease payments RMB'000	Present value of the minimum lease payments RMB'000	Total minimum lease payments RMB'000
Within 1 year	1,295	1,322	1,339	1,366
After 1 year but within 2 years	552	596	1,085	1,192
After 2 years but within 5 years	—	—	514	596
	1,847	1,918	2,938	3,154
Less: total future interest expenses		(71)		(216)
Present value of lease liabilities		1,847		2,938

18 ACCRUALS AND OTHER PAYABLES

	31 December 2024 RMB'000	31 December 2023 RMB'000
Accrued staff costs	4,144	4,877
Value-added tax payable	2,161	2,374
Tax and surcharges and other taxation payable	980	1,346
Guarantee deposit	5,117	5,117
Auditors' remuneration payable	2,198	2,198
Others	7,610	7,378
	22,210	23,290

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

19 INCOME TAX IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

- (a) Movements in current taxation in the consolidated statement of financial position are as follows:

	31 December 2024 RMB'000	31 December 2023 RMB'000
Balance of income tax payable at the beginning of the year	34,856	42,958
Provision for PRC income tax for the year (Note 6(a))	26,908	37,312
Income tax paid during the year	(36,700)	(45,414)
Balance of income tax payable at the end of the year	25,064	34,856

- (b) Deferred tax assets recognised

The components of deferred tax assets recognised in the consolidated statement of financial position and the movements during the years ended 31 December 2024 and 2023 are as follows:

Deferred tax assets arising from:	Provision for impairment losses RMB'000	Accrued expenses RMB'000	Tax deductible losses RMB'000	Exchange losses/ (gains) RMB'000	Total RMB'000
At 1 January 2023	56,611	59	—	2,144	58,814
(Credited)/charged to profit or loss (Note 6(a))	(1,137)	(2)	1,801	2,195	2,857
At 31 December 2023 and 1 January 2024	55,474	57	1,801	4,339	61,671
Charged/(credited) to profit or loss (Note 6(a))	2,343	(2)	(857)	(783)	701
At 31 December 2024	57,817	55	944	3,556	62,372

Note: As at 31 December 2024, the balance of deferred tax assets/liabilities arising from lease liabilities and right-of-use assets was RMB480 thousand and RMB480 thousand respectively.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

20 CAPITAL, RESERVES AND DIVIDENDS

(a) Movement in components of equity

The reconciliation between the opening and closing of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

	Share capital RMB'000 Note 20(c)	Surplus reserve RMB'000 Note 20(d)(ii)	General risk reserve RMB'000 Note 20(d)(iii)	Retained profits RMB'000	Total RMB'000
Balance at 31 December 2023 and 1 January 2024	1,180,000	49,461	27,261	48,590	1,305,312
Changes in equity for 2024:					
Total comprehensive income for the year	—	—	—	13,785	13,785
Appropriation to surplus reserve	—	1,378	—	(1,378)	—
Appropriation to general risk reserve	—	—	(1,075)	1,075	—
Dividends approved in respect of the previous year	—	—	—	(23,600)	(23,600)
Balance at 31 December 2024	1,180,000	50,839	26,186	38,472	1,295,497
	Share capital RMB'000 Note 20(c)	Surplus reserve RMB'000 Note 20(d)(ii)	General risk reserve RMB'000 Note 20(d)(iii)	Retained profits RMB'000	Total RMB'000
Balance at 31 December 2022 and 1 January 2023	1,180,000	49,461	26,848	108,288	1,364,597
Changes in equity for 2023:					
Total comprehensive income for the year	—	—	—	(12,085)	(12,085)
Appropriation to general risk reserve	—	—	413	(413)	—
Dividends approved in respect of the previous year	—	—	—	(47,200)	(47,200)
Balance at 31 December 2023	1,180,000	49,461	27,261	48,590	1,305,312

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

20 CAPITAL, RESERVES AND DIVIDENDS (Continued)

(b) Dividends

At the annual general meeting held on 25 June 2024, the cash dividends of RMB0.02 per share before tax in an aggregate amount of RMB23.6 million was approved to declare to all equity shareholders of the Company and paid during the year ended 31 December 2024. The dividend was attributable to the year of 2023.

At the annual general meeting held on 29 June 2023, the cash dividends of RMB0.04 per share before tax in an aggregate amount of RMB47.2 million was approved to declare to all equity shareholders of the Company and paid during the year ended 31 December 2023. The dividend was attributable to the year of 2022.

At the Xingyao Micro-finance's shareholders' meeting held on 6 June 2024, the cash dividend of RMB10.0 million was approved to declare to all equity shareholders and paid during the year ended 31 December 2024. The dividend was attributable to the year of 2023 (2023: nil).

(c) Share capital

As at 31 December 2024, the share capital represented 1,180,000,000 ordinary shares of the Company at RMB1 each.

(d) Nature and purpose of reserves

(i) Capital reserve

The capital reserve represents the increase of equity interest in Jinhui Micro-finance and Xingyao Micro-finance arising from the capital injection to Jinhui Micro-finance and acquiring equity interest in Jinhui Micro-finance and Xingyao Micro-finance from non-controlling shareholders. For details, please see note 13.

(ii) Surplus reserve

The surplus reserve represents statutory surplus reserve fund. The Group is required to appropriate 10% of its net profit as determined under the Accounting Standards for Business Enterprises and other relevant requirements issued by the Ministry of Finance of the PRC ("MOF"), to the statutory surplus reserve fund until the reserve fund balance reaches 50% of its registered capital.

Subject to the approval of equity holders of the entities established in the PRC, statutory surplus reserves may be used to net off with accumulated losses, if any, and may be converted into capital, provided that the balance of statutory surplus reserve after such capitalisation is not less than 25% of the registered capital.

After making the appropriation to the statutory surplus reserve, the Group may also appropriate its net profit to the discretionary surplus reserve upon approval by shareholders. Subject to the approval of shareholders, discretionary surplus reserves may be used to offset previous years' losses, if any, and may be converted into capital.

(iii) General risk reserve

Pursuant to relevant regulations, the Company and its subsidiaries in the PRC engaged in micro-finance business are required to set aside a general risk reserve through appropriations of profit after tax according to 1.5% of the ending balance of gross risk-bearing assets to cover potential losses against these assets.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

20 CAPITAL, RESERVES AND DIVIDENDS (Continued)

(e) Appropriation of profits

(i) In accordance with the resolution of the Company's board of directors meeting on 18 March 2025, the proposed profit appropriations for the year ended 31 December 2024 are as follows:

- Appropriate RMB1.4 million (10% of the net profit of the Company) to surplus reserve;
- Appropriate RMB1.1 million from general risk reserve to retained profits.

The profit appropriation resolution mentioned above has yet to be approved by the Company's shareholders.

(ii) At the Annual General Meeting of shareholders held on 25 June 2024, the shareholders approved the following profit appropriations for the year ended 31 December 2023:

- Appropriate RMB0.4 million from retained profits to general risk reserve.

(f) Distributable reserves

At 31 December 2024 and 31 December 2023, the aggregate amounts of reserves available for distribution to shareholders of the Company, as calculated under the provisions of Company Law of the PRC, were RMB38.5 million and RMB48.6 million respectively.

(g) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing products and services commensurate with the level of risk and by securing access to finance at a reasonable cost.

The Group actively and regularly reviews and manages its capital structure to maintain a balance between the higher shareholders returns that might be possible with higher levels of borrowings and the advantages and stability resulted from a sound capital position, and makes adjustments to the capital structure in light of changes in economic conditions.

There were no changes in the Group's approach to capital management during the years ended 31 December 2024 and 2023.

Particularly for credit loan business, the Group monitors regularly the residual balance of outstanding credit loans for single customers and multiples of the total outstanding credit loans in relation to share capital of the Group, so as to keep the capital risk within an acceptable limit. The decision to manage the share capital of the Group to meet the needs of developing credit loans business rests with the directors.

21 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS

Exposure to credit, liquidity, interest and currency risks arises in the normal course of the Group's business. The Group's exposure to these risks and the financial risk management policies and practice used by the Group to manage these risks are described below.

(a) Credit risk

Credit risk arises from a customer's inability or unwillingness to meet its financial obligations or commitment to the Group provided. It arises primarily from the Group's micro-finance business and treasury business such as investment in wealth management products.

Credit risk arising from micro-finance business

The Group's credit risk mainly arises from micro-finance business. The Group has established relevant mechanism to cover credit risk in key operational phases of micro-finance business, including pre-lending evaluations, credit approval, and post-lending monitoring. The Group conducts customer acceptance and due diligence by business and marketing department and risk management department in pre-lending evaluations. In the credit approval phase, all loan applications are subject to the assessment and approval of the Group's deputy general manager, general manager or loan assessment committee, depending on the amount of the loans. During the post-lending monitoring, the Group conducts on-site inspections and off-site inquiries to detect potential risks by evaluating various aspects, including but not limited to the customers' operational and financial conditions, status of collaterals and other sources of repayment.

The Group adopts a loan risk classification approach to manage its loan portfolio risk. Loans are generally classified as normal, special mention, substandard, doubtful and loss according to their levels of risk. Substandard, doubtful and loss loans are considered to be impaired loans and advances. They are classified as such when one or more events demonstrate that there is objective evidence of a loss event. The impairment loss of the loan portfolio is assessed collectively or individually as appropriate.

After adopting HKFR 9 at 1 January 2018, loans and advances to customers are also categorised into the following stages by the Group:

Stage 1

Loans and advances to customers have not experienced a significant increase in credit risk since origination and impairment recognised on the basis of 12 months expected credit losses (12-month ECLs).

Stage 2

Loans and advances to customers have experienced a significant increase in credit risk since origination and impairment is recognised on the basis of lifetime expected credit losses (Lifetime ECLs non credit-impaired).

Stage 3

Loans and advances to customers that are in default and considered credit impaired (Lifetime ECLs credit-impaired).

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

21 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

(a) Credit risk (Continued)

The Group applies the ECL model to measure the impairment loss of the loans and advances to customers.

When a certain number of customers undertake the same business activities, stay in the same geographical locations, or bear similar economic features for their industries, their ability to fulfil contracts will be affected by the same economic changes. Concentration of credit risk reflects the sensitivity of the Group's operating results to a particular industry or geographic location. As the Group mainly conducts micro-finance business in Zhejiang Province, a certain level of geographical concentration risk exists for its loan portfolios in that it might be affected by changes of economic conditions. At 31 December 2024, 1.89% (31 December 2023: 1.84%) and 7.42% (31 December 2023: 7.16%) of the total loans and advances to customers was due from the Group's largest customer and the five largest customers respectively.

The maximum exposure to credit risk of loans and advances to customers for each stage is represented by the net carrying amount of each type of financial assets as at the end of the reporting periods. For details, please see note 11.

Other credit risk

The Group adopts a credit rating approach in managing the credit risk of the treasury business, counterparties' rating are evaluated before transactions with reference to major rating agencies generally recognised by the People's Bank of China.

In respect of interest receivables and other assets, individual credit evaluations are performed on all customers requiring credit over a certain amount. These evaluations focus on the customers' past history of making payments when due and current ability to pay, and take into account information specific to the customer as well as pertaining to the economic environment in which the customer operates. Normally, the Group does not obtain collateral from customers.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

21 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

(b) Liquidity risk

Management regularly monitors the Group's liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and long term.

The following tables provide an analysis of the remaining contractual maturities, which are based on contractual undiscounted cash flows (including interest payments, computed using contractual rates) of the financial assets and liabilities of the Group at the end of the reporting periods:

	31 December 2024					Carrying amount RMB'000
	Overdue/ Repayment on demand RMB'000	Within three months RMB'000	Between three months and one year RMB'000	Between one year and five years RMB'000	Total RMB'000	
Assets						
Cash and cash equivalents	10,515	—	—	—	10,515	10,515
Interest receivables	367	—	—	—	367	367
Loans and advances to customers	104,956	335,708	2,264,110	20,317	2,725,091	2,462,054
Other assets	439	—	—	—	439	439
Total	116,277	335,708	2,264,110	20,317	2,736,412	2,473,375
Liabilities						
Interest-bearing borrowings	—	(3,807)	(337,593)	(180,012)	(521,412)	(488,287)
Lease liabilities	—	(596)	(726)	(596)	(1,918)	(1,847)
Accruals and other payables	(14,925)	—	—	—	(14,925)	(14,925)
Total	(14,925)	(4,403)	(338,319)	(180,608)	(538,255)	(505,059)
	101,352	331,305	1,925,791	(160,291)	2,198,157	1,968,316

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

21 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

(b) Liquidity risk (Continued)

	31 December 2023					
	Overdue/ Repayment on demand RMB'000	Within three months RMB'000	Between three months and one year RMB'000	Between one year and five years RMB'000	Total RMB'000	Carrying amount RMB'000
Assets						
Cash and cash equivalents	17,478	—	—	—	17,478	17,478
Interest receivables	940	—	—	—	940	940
Loans and advances to customers	124,357	384,144	2,263,799	19,073	2,791,373	2,522,351
Other assets	1,696	—	—	—	1,696	1,696
Total	144,471	384,144	2,263,799	19,073	2,811,487	2,542,465
Liabilities						
Interest-bearing borrowings	—	(17,286)	(264,473)	(366,626)	(648,385)	(593,519)
Lease liabilities	—	(770)	(596)	(1,788)	(3,154)	(2,938)
Accruals and other payables	(14,693)	—	—	—	(14,693)	(14,693)
Total	(14,693)	(18,056)	(265,069)	(368,414)	(666,232)	(611,150)
	129,778	366,088	1,998,730	(349,341)	2,145,255	1,931,315

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

21 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

(c) Interest risk

The Group is principally engaged in the provision of micro-finance services. Its interest rate risk arises primarily from deposits with banks, loans and advances to customers and interest-bearing borrowings.

(i) Interest rate profile

The following tables details the interest rate profile of the Group's assets and liabilities as at the end of the reporting periods:

	31 December 2024 RMB'000	31 December 2023 RMB'000
Fixed interest rate		
Financial asset		
— Loans and advances to customers	2,462,054	2,522,351
Financial liabilities		
— Interest-bearing borrowings	(488,287)	(593,519)
— Leased liabilities	(1,847)	(2,938)
Net	1,971,920	1,925,894
Variable interest rate		
Financial asset		
— Cash and cash equivalent	10,372	17,309
Net	10,372	17,309
Net fixed rate borrowings as a percentage of total borrowings	100.00%	100.00%

(ii) Sensitivity analysis

At 31 December 2024 and 31 December 2023, it is estimated that a general increase of 50 basis points in interest rates, with all other variables held constant, would have increased the Group's net profit during the next 12 months by approximately RMB39,000 and RMB65,000 respectively.

The sensitivity analysis above indicates the exposure to cash flow interest rate risk arising from floating rate non-derivative instruments held by the Group at the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

21 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

(d) Currency risk

The Group is exposed to currency risk primarily through obtaining interest-bearing borrowings that are denominated in Euros. The currencies giving rise to this risk are primarily Euros.

(i) Exposure to currency risk

The following table details the Group's exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. For presentation purposes, the amounts of the exposure are shown in RMB, translated using the spot rate at the year end date.

	Exposure to foreign currencies	
	2024 Euros RMB'000	2023 Euros RMB'000
Interest-bearing borrowings	(124,527)	(195,802)
	(124,527)	(195,802)

(ii) Sensitivity analysis

The following table indicates the instantaneous change in the Group's profit after tax that would arise if foreign exchange rates to which the Group has significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant. In this respect, it is assumed that the pegged rate between the list of foreign currency and the RMB would be materially unaffected by any changes in movement in value of the list of foreign currency against other currencies.

	2024		2023	
	Increase/ (decrease) in foreign exchange rates bps	Effect on profit after tax and retained profits RMB'000	Increase/ (decrease) in foreign exchange rates bps	Effect on profit after tax and retained profits RMB'000
Euros	100	(934)	100	(1,469)
	(100)	934	(100)	1,469

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on the Group's profit after tax in the respective functional currencies, translated into RMB at the exchange rate ruling at the end of the reporting period for presentation purposes.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

21 FINANCIAL RISK MANAGEMENT AND FAIR VALUES OF FINANCIAL INSTRUMENTS (Continued)

(e) Fair value measurement

(i) *Financial assets and liabilities measured at fair value*

Fair value hierarchy

The following table presents the fair value of the Group's financial instruments measured at the end of the reporting period on a recurring basis, categorized into the three-level fair value hierarchy as defined in HKFRS 13, *Fair value measurement*. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

Level 1 valuations:	Fair value measured using only Level 1 inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date.
Level 2 valuations:	Fair value measured using Level 2 inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available.
Level 3 valuations:	Fair value measured using significant unobservable inputs.

As at 31 December 2024 and 31 December 2023, there were no financial instruments measured at fair value of the Group.

(ii) *Fair value of financial assets and liabilities carried at other than fair value*

The carrying amounts of the Group's financial instruments carried at cost or amortized cost are not materially different from their fair values at 31 December 2024 and 31 December 2023.

22 COMMITMENTS

As at 31 December 2024 and 31 December 2023, there is no capital commitment of the Group.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

23 MATERIAL RELATED PARTY TRANSACTIONS

(a) Transactions with key management personnel

	2024 RMB'000	2023 RMB'000
Key management personnel remuneration (Note (i))	2,930	3,330
Receiving guarantees for bank loans (Note (ii))	25,000	75,000
Receiving guarantees for borrowing from third parties (Note (iii))	—	124,000
Releasing guarantees for bank loans (Note (ii))	(25,000)	(170,000)
Releasing guarantees for borrowing from third parties (Note (iii))	(41,110)	(281,620)

Notes:

- (i) Remuneration of key management personnel of the Group, including amounts paid to the Company's directors and supervisors as disclosed in note 7 and certain of the highest payment employs as disclosed in note 8. Total remuneration is included in "Staff cost" (see note 5(a)).
- (ii) The guarantees for bank loans during the year ended 31 December 2024 were provided by the Chairman of the Board without charges. For the details of bank loans, please refer to note 16(i).
- (iii) The guarantees for borrowings from third parties during the year ended 31 December 2023 were provided by the Chairman of the Board without charges. For the details of borrowings from third parties, please refer to note 16(ii).

(b) Balances with key management personnel

	31 December 2024 RMB'000	31 December 2023 RMB'000
Guarantees received for borrowing from third parties	—	41,110
Guarantees received for bank loans	25,000	25,000

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

23 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

(c) Other related party transactions

	2024 RMB'000	2023 RMB'000
Administrative expenses (Note (i))	1,004	1,142
Depreciation expense of right-of-use assets (Note (ii))	1,088	1,937
Interest expense of lease liabilities (Note (ii))	146	133
Receiving guarantees for bank loans (Note (iii))	25,000	75,000
Receiving guarantees for borrowing from third parties (Note (iv))	—	124,000
Receiving guarantees for borrowings from Euro zone (Note (v))	32,504	—
Releasing guarantees for bank loans (Note (iii))	(25,000)	(170,000)
Releasing guarantees for borrowing from third parties (Note (iv))	(41,110)	(281,620)

Notes:

- (i) The utilities and entertainment fees were paid to Zuoli Holdings Group Company Limited and its subsidiary.
- (ii) On 6 July 2023, the Company and Zuoli Holdings Group Company Limited entered into a new lease agreement, pursuant to which Zuoli Holdings Group Company Limited agreed to lease a property to the Group for a term of 3 years commencing from 7 July 2023 and ending on 6 July 2026.
- (iii) The guarantees for bank loans during the year ended 31 December 2024 were provided by other related parties of the Group without charges. For the details of bank loans, please refer to note 16(i).
- (iv) The guarantees for borrowings from third parties during the year ended 31 December 2023 were provided by other related parties of the Group without charges. For the details of borrowings from third parties, please refer to note 16(ii).
- (v) The guarantees for borrowings from Euro zone during the year ended 31 December 2024 were provided by other related parties of the Group without charges. For the details of borrowings from Euro zone, please refer to note 16(iii).

(d) Balances with other related parties

	31 December 2024 RMB'000	31 December 2023 RMB'000
Lease liabilities	1,719	2,765
Guarantees received for bank loans	25,000	25,000
Guarantees received for borrowing from third parties	—	41,110
Guarantees received for borrowing from Euro zone	32,504	—

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

24 ACCOUNTING JUDGEMENTS AND ESTIMATES

In the process of applying the Group's accounting policies, the key sources of estimation uncertainty are as follows:

(a) Impairment of financial assets measured at amortised cost

The Group reviews portfolios of financial assets measured at amortised cost to assess whether any impairment losses exist and the amount of impairment losses if there is any indication of impairment. Objective evidence for impairment includes observable data indicating that there is a measurable decrease in the estimated future cash flows for financial assets measured at amortised cost. It also includes observable data indicating adverse changes in the repayment status of the debtors, or change in national or local economic conditions that causes the default in payment.

The impairment loss for financial assets measured at amortised cost using the expected credit loss model is subjected to a number of key parameters and assumptions, including the identification of loss stages, estimates of probability of default, loss given default, exposures at default and discount rate, adjustments for forward-looking information and other adjustment factors. The expected credit losses for financial assets measured at amortised cost are derived from estimates whereby management takes into consideration historical data, the historical loss experience and other adjustment factors. Historical loss experience is adjusted on the basis of the relevant observable data that reflect current economic conditions and the judgment based on management's historical experience. Management reviews the selection of those parameters and the application of the assumptions regularly to reduce any difference between loss estimates and actual loss.

(b) Impairment of long-lived assets

If circumstances indicate that the carrying amount of a long-lived asset may not be recoverable, the asset may be considered "impaired", and an impairment loss may be recognised in accordance with accounting policy for impairment of long-lived assets as described in note 1(m). The carrying amounts of long-lived assets are reviewed periodically in order to assess whether the recoverable amounts have declined below the carrying amounts. When such a decline has occurred, the carrying amount is reduced to recoverable amount. The recoverable amount is the greater of the fair value less costs to sell and the value in use. In determining the value in use, expected future cash flows generated by the asset are discounted to their present value, which requires significant judgement relating to the level of revenue and amount of operating costs. The Group uses all readily available information in determining an amount that is a reasonable approximation of the recoverable amount, including estimates based on reasonable and supportable assumptions and projections of the level of revenue and amount of operating costs. Changes in these estimates could have a significant impact on the carrying value of the assets and could result in additional impairment charge or reversal of impairment in future periods.

(c) Depreciation and amortisation

Fixed assets and intangible assets are depreciated and amortized using the straight-line method over their useful lives after taking into account estimated residual value. The useful lives and residual value are regularly reviewed to determine the depreciation and amortisation costs charged in each reporting period. The useful lives are determined based on historical experience of similar assets and the estimated technical changes. If there is an indication that there has been a change in the factors used to determine the depreciation, the rate of depreciation is revised.

(d) Tax

Determining income tax provisions involves judgement on the future tax treatment of certain transactions. The Group carefully evaluates the tax implications of transactions and tax provisions are set up accordingly. The tax treatment of such transactions is reconsidered periodically to take into account all changes in tax legislation. Deferred tax assets are recognised for temporary deductible differences. As those deferred tax assets can only be recognised to the extent that it is probable that future taxable profits will be available against which the unused tax credits can be utilized, management's judgement is required to assess the probability of future taxable profits. Management's assessment is constantly reviewed and additional deferred tax assets are recognised if it becomes probable that future taxable profits will allow the deferred tax assets to be recovered.

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

24 ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

(e) Determining the lease term

As explained in policy note 1(i), the lease liability is initially recognised at the present value of the lease payments payable over the lease term. In determining the lease term at the commencement date for leases that include renewal options exercisable by the Group, the Group evaluates the likelihood of exercising the renewal options taking into account all relevant facts and circumstances that create an economic incentive for the Group to exercise the option, including favourable terms, leasehold improvements undertaken and the importance of that underlying asset to the Group's operation. The lease term is reassessed when there is a significant event or significant change in circumstance that is within the Group's control. Any increase or decrease in the lease term would affect the amount of lease liabilities and right-of-use assets recognised in future years.

25 COMPANY-LEVEL STATEMENT OF FINANCIAL POSITION

	Note	31 December 2024 RMB'000	31 December 2023 RMB'000
Assets			
Cash and cash equivalents		162	1,092
Fixed assets		17,098	19,349
Investments in subsidiaries		1,330,929	1,327,537
Deferred tax assets		6,594	9,009
Other assets		410,485	483,320
Total assets		1,765,268	1,840,307
Liabilities			
Interest-bearing borrowings		463,259	527,255
Accruals and other payables		5,652	6,356
Lease liabilities		860	1,384
Total liabilities		469,771	534,995
NET ASSETS		1,295,497	1,305,312
CAPITAL AND RESERVES	20		
Share capital		1,180,000	1,180,000
Reserves		115,497	125,312
TOTAL EQUITY		1,295,497	1,305,312

NOTES TO THE FINANCIAL STATEMENTS

(Expressed in RMB'000, unless otherwise stated)

26 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2024

Up to the date of issue of these financial statements, the HKICPA has issued a number of new or amended standards, which are not yet effective for the year ended 31 December 2024 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

	Effective for accounting periods beginning on or after
Amendments to HKAS 21, <i>The effects of changes in foreign exchange rates</i> — <i>Lack of exchangeability</i>	1 January 2025
Amendments to HKFRS 9, <i>Financial instruments</i> and HKFRS 7, <i>Financial instruments: disclosures</i> — <i>Amendments to the classification and measurement of financial instruments</i>	1 January 2026
Annual improvements to HKFRS Accounting Standards — Volume 11	1 January 2026
HKFRS 18, <i>Presentation and disclosure in financial statements</i>	1 January 2027
HKFRS 19, <i>Subsidiaries without public accountability: disclosures</i>	1 January 2027

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements.



佐力科創小額貸款股份有限公司
Zuoli Kechuang Micro-finance Company Limited