



佳華百貨控股有限公司
JIAHUA STORES HOLDINGS LIMITED

(incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

(Stock Code 股份代號：00602)

2024 | ANNUAL 年 REPORT 報



BESTVA
SHAJING LIVING MALL
百佳华 沙井文化广场

Contents 目錄

| | | |
|--|-------------|-----|
| Corporate Information | 公司資料 | 2 |
| Chairman's Statement | 董事長報告 | 6 |
| Biography of Directors and Senior Management | 董事及高層管理人員簡歷 | 11 |
| Management Discussion and Analysis | 管理層討論及分析 | 16 |
| Corporate Governance Report | 企業管治報告 | 38 |
| Report of the Directors | 董事會報告 | 51 |
| Independent Auditor's Report | 獨立核數師報告 | 65 |
| Consolidated Statement of Comprehensive Income | 綜合全面收益表 | 73 |
| Consolidated Statement of Financial Position | 綜合財務狀況表 | 74 |
| Consolidated Statement of Changes in Equity | 綜合權益變動表 | 76 |
| Consolidated Statement of Cash Flows | 綜合現金流量表 | 77 |
| Notes to the Consolidated Financial Statements | 綜合財務報表附註 | 79 |
| Particulars of Properties | 物業詳情 | 182 |
| Five-Year Financial Summary | 五年財務概要 | 183 |



CORPORATE INFORMATION

公司資料

STOCK CODE

00602

REGISTERED OFFICE

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Suite 715, 7th Floor
Ocean Centre, Harbour City
5 Canton Road
Tsimshatsui
Kowloon
Hong Kong

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

4/F
Jiahua Ming Yuan
No. 246 Xihu Road
Baoan Central District
Shenzhen
The PRC

COMPANY WEBSITE

www.szbjh.com

AUDITOR

BDO Limited
Certified Public Accountants and Registered Public
Interest Entity Auditor
25th Floor
Wing On Centre
111 Connaught Road Central
Hong Kong

AUTHORISED REPRESENTATIVES

Mr. Zhuang Lu Kun
Mr. Ho Yuet Lee, Leo

股份代號

00602

註冊辦事處

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

香港總辦事處及主要營業地點

香港
九龍
尖沙咀
廣東道5號
海港城海洋中心
7樓715室

中國總辦事處及主要營業地點

中國
深圳市
寶安中心區
新湖路246號
佳華名苑
4樓

公司網站

www.szbjh.com

核數師

香港立信德豪會計師事務所有限公司
執業會計師及香港註冊公眾利益實體核數師

香港
干諾道中111號
永安中心
25樓

授權代表

莊陸坤先生
何悅利先生

Corporate Information (Continued)
公司資料 (續)

LEGAL ADVISERS TO THE COMPANY

As to Hong Kong law

Woo Kwan Lee & Lo
26th Floor, Jardine House
1 Connaught Place
Central
Hong Kong

As to the Cayman Islands law

Conyers Dill & Pearman
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

As to PRC law

Guangdong Pinfang Law Firm
Room 412-415
Huaye Building Longjin Road
Baoan Second District
Shenzhen
The PRC

**PRINCIPAL SHARE REGISTRAR
AND TRANSFER OFFICE**

Suntera (Cayman) Limited
Suite 3204, Unit 2A
Block 3, Building D
P.O. Box 1586
Gardenia Court
Camana Bay
Grand Cayman, KY1-1100
Cayman Islands

**BRANCH SHARE REGISTRAR AND TRANSFER
OFFICE IN HONG KONG**

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

公司法律顧問

香港法律

胡關李羅律師行
香港
中環
康樂廣場1號
怡和大廈26樓

開曼群島法律

Conyers Dill & Pearman
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

中國法律

廣東品方律師事務所
中國
深圳市
寶安二區
龍井路華業大廈
412-415室

主要股份過戶登記處

Suntera (Cayman) Limited
Suite 3204, Unit 2A
Block 3, Building D
P.O. Box 1586
Gardenia Court
Camana Bay
Grand Cayman, KY1-1100
Cayman Islands

香港股份過戶登記分處

卓佳證券登記有限公司
香港
夏慤道16號
遠東金融中心17樓

Location of Jiahua Stores and Shopping Malls

佳華商場及購物中心位置圖





Songgang 松崗



Dashatian 大沙田(廣西)



Gongming 公明



Longhua 龍華



Shiyan 石岩



Bantian Shopping Mall (include Bantian Store)
坂田購物中心(含坂田店)



Shuyuan Yage 書苑雅閣



Guanlan Shopping Mall (include Guanlan Store)
觀瀾購物中心(含觀瀾店)



Shajing Shopping Mall (include Shajing Store)
沙井購物中心(含沙井店)



Jiangnan Times Square
江南時代廣場



Chairman's Statement

董事長報告

CHAIRMAN'S STATEMENT

董事長報告



Zhuang Lu Kun 莊陸坤
Chairman 董事長

Dear Shareholders,

In this year, the world economy as a whole showed a trend of moderate growth and slow recovery, but at the same time, risks and resistance continued to accumulate, variables and fluctuations also increased, and the growth prospects faced greater challenges. China's economy continued to recover and improve, continued to contribute to the support of "stability" and the driving force of "progress", and continued to cultivate new quality productivity and promote high-quality development through reform, injecting new momentum into the world economy. The International Monetary Fund ("IMF") evaluates the current trend of the world economy and comments that there is a slow recovery trend, but the imbalance worsened.

尊敬的各位股東：

今年，世界經濟整體呈現溫和增長、緩慢復甦態勢，但與此同時，風險和阻力不斷積聚，變數與波動也有所增多，增長前景面臨更大挑戰。中國經濟延續回升向好態勢，繼續貢獻「穩」的支撐和「進」的動力，並持續通過改革培育新質生產力、推動高質量發展，為世界經濟注入新動能。國際貨幣基金組織評價當前世界經濟走勢。認為世界經濟總體維持緩慢復甦態勢，但失衡狀況加劇。

Chairman's Statement (Continued)

董事長報告 (續)

First, the recovery gap of developed economies has further widened. Europe's economic growth has once again lagged behind that of the United States ("USA"), and the USA's growth has accelerated while Europe's weakness which has become more prominent. In the second quarter of this year, the real Gross Domestic Products ("GDP") of the USA grew by 2.8% on an annualized basis; during the period, the GDP of the eurozone maintained the low growth trend of the first quarter, among which the economies of Germany, Sweden and Hungary contracted to varying degrees. The USA has stimulated consumption and increased production by expanding debt and subsidies, bringing incremental growth to its economy; on the other hand, the USA industrial policy has pulled European manufacturing to migrate to the USA, further weakening the economic risks of Europe.

Secondly, the rhythm of monetary policy has become complex. Japan, which was surpassed by Germany last year and whose GDP dropped to fourth in the world, saw its real GDP grow in the second quarter of this year. Although the recovery exceeded expectations, the Japanese government's forecast for the full-year economy faces greater risks brought about by the differences in monetary policies between Japan and the USA.

Third, although there are differences in the growth prospects of emerging markets and developing economies, the overall trend is a slowdown in short-term growth and still has growth momentum in the future. It is predicted that as the impact of monetary policies in major economies weakens, the economic growth rates in Latin America and the Caribbean, the Middle East and North Africa, and sub-Saharan Africa will be significantly stronger than those in developed economies.

The economic community believes that the world economy is expected to usher stable growth in three years this year, but the growth rate is still weak, and there are more factors affecting the current development trend in the second half of the year.

First, the high debt situation in many countries casts a shadow on the sustainable development of the economy. About two-thirds of the global debt comes from developed markets, with the USA and Japan having the largest increases. The scale of the USA federal government debt has expanded, and under the current economic policy, this year's national debt interest expenditure will exceed military expenditure for the first time. Secondly, the super election year may cause the uncertainty of economic policies in many countries to resonate, bringing negative effects to regional and global economic and trade trends, and will bring different impacts to the world economy.

首先，發達經濟體復甦落差進一步擴大，歐洲經濟增長再次落後於美國，且美國增長提速、歐洲疲態突顯。今年第二季度，美國實際國內生產總值按年率計算增長2.8%；同期歐元區國內生產總值環比保持一季度的低增長態勢，其中德國、瑞典和匈牙利經濟出現不同程度的萎縮。美國通過擴大舉債和補貼等方式刺激消費、擴大生產，為自身經濟帶來增量；另一方面，美國產業政策拉攏歐洲製造業向美國遷移，進一步削弱歐洲經濟風險。

其次，貨幣政策節奏更趨複雜。去年被德國超越、國內生產總值降至世界第四位的日本，今年第二季度實際國內生產總值環比有所增長，雖然復甦超出預期，但日本政府預測的全年經濟正面臨日美貨幣政策差異帶來的更大風險。

第三，新興市場和發展中經濟體增長前景雖存在差異，但整體呈現短期增長放緩、未來仍具增長動能的趨勢。據預測，隨著主要經濟體貨幣政策影響減弱，拉美和加勒比地區、中東和北非地區、撒哈拉以南非洲地區經濟增速，明顯強於發達經濟體。

經濟學界認為，世界經濟今年有望迎來三年來首次穩定增長，但按歷史標準衡量增速仍顯疲軟，且下半年影響當前發展態勢的因素更多。

首先，多國債務高企情況令經濟的可持續性發展蒙上陰影。全球債務中，約三分之二來自發達市場，其中美國和日本增加最多。美國聯邦政府債務規模擴大，在現行的經濟政策支配下，今年國債利息支出將首次超過軍費開支。其次，超級選舉年可能令多國經濟政策不確定性出現共振，給地區乃至全球經濟貿易走勢帶來負面溢出效應，將給世界經濟帶來不同的影響。

Chairman's Statement (Continued)

董事長報告 (續)

Third, geopolitical tensions continue, becoming a medium- and long-term constraint on regional and even global development. The Ukrainian crisis has escalated into its third year, and the risk of the Israeli-Palestinian conflict continues to spill over. The global geopolitical environment is characterized by increasing competition and conflict, and geopolitics may impact the existing international economic order. Fourth, the risk of market turmoil related to monetary policy has intensified. The Nikkei index's plunge in early August sounded the alarm for the market. The yen carry trading activities related to the plunge are believed to be related to the market turmoil before and after the Southeast Asian financial crisis and the Lehman crisis.

China remains an important engine of global economic growth. In the first half of this year, China's GDP grew by 5.0% year-on-year. China's economic growth rate is at the forefront among the world's major economies. Looking at the direction and results of reforms, China has accelerated the development of new quality productivity, with new momentum and new opportunities. Since the beginning of this year, the policy of replacing old consumer goods with new ones has guided the release of residents' consumption potential, and the added value of high-tech manufacturing industries above threshold has continued to drive industrial transformation and upgrading.

PROSPECTS

It is anticipated that the slowdown in economic growth rate of China will exist as the high operating cost will extort the profit margin which led to more business merger in the retail industry in 2025. The traditional retail store will be highly conglomerated with online store by sharing customer data, product information and sales tactics such that to provide a more enjoyable and convenient shopping experience. Apart from this, multi-industries development will be a main stream in retail sector. The China retail market will be highly consolidated into various large operators to make use of its corporate marketing power and ability, and to increase the market competitive strength.

The Directors believe that both opportunities and challenges ahead, and the retail industry will compete and develop in a better market environment.

In business development aspect, the Group will uphold the principle of "consolidating resources and developing retail chain business", to strengthen the management, reiterate the competitive strength, upgrade the brand image and expand in a stable manner. The Group will focus on the development in areas such as Guangdong and Guangxi by making use of different expansion models including "acquisition, merging, investment holdings and joint venture".

第三，地緣政治緊張局勢延續，成為地區乃至全球發展的中長期制約因素。烏克蘭危機升級進入第三年，巴以衝突風險持續外溢，全球地緣政治環境的特點是競爭和衝突日益加劇，地緣政治可能衝擊現有國際經濟秩序。第四，與貨幣政策相關的市場動盪風險加劇。日經指數八月初暴跌給市場敲響警鐘，與暴跌相關的日元套利交易活動，被認為與東南亞金融危機和雷曼危機前後的市場動盪有關。

中國依然是全球經濟增長的重要引擎。今年上半年，中國國內生產總值同比增長5.0%。中國經濟增速在世界主要經濟體中都在前列。縱向看改革方向與成效，中國加快發展新質生產力，不斷釋放新動能、提供新機遇。今年以來，消費品以舊換新政策引導居民消費潛力有序釋放，規模以上高技術製造業增加值在產業轉型升級驅動下持續增長。

展望

二零二五年零售業仍將面臨增速放緩、營運成本高、利潤收窄的壓力，行業整合併購加劇，市場集中度將進一步提高。未來的零售業態中，實體店、網店將高度融合，零售企業通過客戶資源、商品資源和行銷策略的分享，打造兼具網路舒適型和網路便利的購物體驗。另外，多業態發展成區域企業主流，中國零售市場內通過整合企業資源提高市場集中度來提升企業行銷競爭實力和水準，並進一步強化競爭優勢。

董事相信，機遇與挑戰並存，百貨零售業將會在更加完善和良好的市場環境中競爭發展。

業務發展方面，公司仍會以「整合資源，發展連鎖」之理念，加強管理，強化競爭力，提升品牌形象，以穩健為前提，不斷加快拓展步伐，增強廣東及廣西等區域發展力度，充分利用「收購、兼併、控股、參股」等多種方式開拓市場，增加份額。

Chairman's Statement (Continued)
董事長報告 (續)

On behalf of the Board, I would like to express my sincere appreciation to all staff for their dedication and contribution to the Group, and would like to express my gratitude to all shareholders, business partners, and valuable customers for their utmost support to the Group.

本人謹代表董事會向為集團努力及作出貢獻的全體員工表示感謝，並感謝全體股東、業務夥伴及各位尊貴客戶對集團的大力支持及厚愛。

Zhuang Lu Kun
Chairman

Shenzhen, the PRC
27 March 2025

董事長
莊陸坤

中國深圳
二零二五年三月二十七日

BIOGRAPHY OF DIRECTORS AND SENIOR MANAGEMENT

董事及高層管理人員簡歷

DIRECTORS

Executive Directors

Mr. Zhuang Lu Kun (莊陸坤), aged 64, is the founder, executive Director and the chairman of the Group. He is responsible for the overall management, strategic planning and major decision making of the Group. Mr. Zhuang is the father of Mr. Zhuang Xiao Xiong. Mr. Zhuang has over 29 years of experience in the retail industry. He had served as a honorary deputy chairman of Shenzhen General Chamber of Commerce (深 圳 市 總 商 會), a member of the China General Chamber of Commerce (中 國 商 業 聯 合 會), a deputy chairman of Shenzhen Private Entrepreneur's Chamber of Commerce (深 圳 市 民 營 企 業 家 商 會), a deputy chairman of Shenzhen Franchise Association (深 圳 市 零 售 商 業 行 業 協 會), and a honorary chairman of Shenzhen Baoan General Chamber of Commerce (深 圳 寶 安 區 總 商 會). Mr. Zhuang graduated from Guangdong Administrative and Management College (廣 東 行 政 學 院) majoring in modern management in July 1999, and obtained the Master of Business Administration of senior management from the Sun Yat-sen University (中 山 大 學). He also received the award of "Paragon of Work" of Guangdong province (廣 東 省 勞 動 模 範 稱 號) in May 2003 and the award of Outstanding Staff Care Private Ownership Entrepreneur (全 國 關 愛 員 工 優 秀 民 營 企 業 家) in September 2006. He was elected as the Top Ten Person of the Year in Commerce of Guangdong in 2007 and the Top Ten Creditable Entrepreneur in the Integrated Retail Industry in China in the year 2007 and 2009 respectively, and the deputy chairman of the Hong Kong Volunteers Federation in 2014. Mr. Zhuang has served the Group for over 30 years.

Mr. Zhuang Pei Zhong (莊沛忠), aged 63, is an executive Director and the chief financial officer of the Group. He is responsible for the financial accounting of the Group. Mr. Zhuang obtained an undergraduate diploma in financial accounting from Guangdong Radio and Television University (廣 東 廣 播 電 視 大 學) in 1990 and pursued advanced studies in management in Sun Yat-sen University. Mr. Zhuang joined the Group in August 1995 and has over 29 years of experience in the retail industry. Mr. Zhuang was accredited senior membership of the International Profession Certification Association (國 際 認 證 協 會) and membership of the China Association for Employment Promotion (中 國 就 業 促 進 會) in 2008 and has obtained a master degree in business administration from the University of Wales in England in 2014. Mr. Zhuang has served the Group for over 27 years.

董事

執行董事

莊陸坤先生，64歲，為本集團的創辦人、執行董事及董事長。彼負責本集團的整體管理、策略規劃及主要決策。莊先生為莊小雄先生之父親。莊先生於零售行業具有逾二十九年經驗。彼為深圳市總商會榮譽副會長、中國商業聯合會理事、深圳市民營企業家商會理事會副會長、深圳市零售商業行業協會副會長及深圳寶安區總商會理事會名譽會長。莊先生一九九九年七月畢業於廣東行政學院，主修現代管理，並獲中山大學頒授高級管理人員工商管理碩士。彼亦分別於二零零三年五月獲得廣東省勞動模範稱號，二零零六年九月獲得全國關愛員工優秀民營企業家，二零零七年當選為「廣東商業十大風雲人物」，二零零七及二零零九年當選「中國綜合零售行業十大誠信企業家」，及二零一四年當選為香港義工聯盟董事會副主席。莊先生已於集團服務了超過三十年。

莊沛忠先生，63歲，為本集團的執行董事及財務總監。彼負責本集團的財務會計工作。莊先生於一九九零年取得廣東廣播電視大學的財務會計專科文憑，並於中山大學繼續進修管理。彼於一九九五年八月加入本集團並在零售行業擁有超過二十九年經驗。莊先生於二零零八年獲取國際認證協會高級會計師資格及中國就業促進會會員資格，並於二零一四年取得英國威爾斯大學頒發之工商管理碩士學位。莊先生已於集團服務了超過二十七年。

Biography of Directors and Senior Management (Continued)

董事及高層管理人員簡歷 (續)

Mr. Zhuang Xiao Xiong (莊小雄), aged 42, Mr. Zhuang obtained from the University of Luton, United Kingdom a bachelor of arts degree in business administration in 2005 and a master of science degree in finance and business management in 2006. Mr. Zhuang is the deputy chairman of Shenzhen General Chamber of Commerce (Association of the Industrialists and Businessman) (深圳市總商會(工商聯)) and a committee member of the Chinese People's Political Consultative Conference of Shenzhen (政協深圳市委員會). Mr. Zhuang is the son of Mr. Zhuang Lu Kun and Mrs. Zhuang Su Lan. He joined the Group as full time member in 2006 and is responsible for the overall operation management of the Group. Mr. Zhuang has served the Group for over 19 years.

Non-executive Director

Madam Yan Xiao Min (閻小民), aged 53, has over 30 years of experience in the Chinese real estate industry. Madam Yan graduated from Tangshan Normal University in Hebei Province, China. Madam Yan has worked as a reporter at the broadcasting department of Tangshan Iron and Steel Company of Hebei Province Hegang Group. She also served as the general manager of Jiahua Industrial (Shenzhen) Co., Ltd. and the project general manager of Shenzhen Xinyi Real Estate Development Co., Ltd. Since October 2011, Madam Yan has been the general manager of Shenzhen Jiahua Real Estate Development Co., Ltd. until now. Madam Yan has extensive experience in real estate development and property management. She has unique concepts in the planning, design, construction, decoration and renovation of urban complexes, especially large shopping malls. She has experience in reducing construction and decoration costs, but complying with the trend of the operational standards of shopping malls. The Board believes that Madam Yan can provide valuable advice on the utilization of the operating area of the Group's existing stores, as well as the location and planning of the Group's future new stores. Madam Yan has served the Group for 2 years.

Independent non-executive Directors

Mr. Chin Kam Cheung (錢錦祥), CPA (practising), FCMA, aged 67, is a practising accountant in Hong Kong. Mr. Chin is a fellow member of the Chartered Institute of Management Accountants and a member of the Hong Kong Institute of Certified Public Accountants. He has extensive experience in auditing, accounting and financial management. Mr. Chin has served the Group for over 17 years.

莊小雄先生，42歲，分別於二零零五年及二零零六年獲英國盧頓大學頒授工商管理文學士學位以及財務及商務管理碩士學位。莊先生現為深圳市總商會(工商聯)副會長及政協深圳市委員會委員。莊先生為莊陸坤先生及莊素蘭女士之兒子。彼於二零零六年加盟本集團成為全職僱員。現負責本集團的整體經營管理。莊先生已於集團服務了超過十九年。

非執行董事

閻小民女士，53歲，具有超過三十年豐富的中國房地產產業的經驗。閻女士畢業於中國河北省唐山師範學院。閻女士曾於河北省河鋼集團唐鋼公司宣傳部電視台任職記者。彼亦曾任職佳翰實業(深圳)有限公司之總經理及於深圳市信義房地產開發有限公司任職項目總經理。自二零一一年十月開始，閻女士為深圳市佳華房地產開發有限公司之總經理至今。閻女士擁有豐富房地產開發及物業管理經驗，對城市綜合體特別是大型購物中心的規劃、設計、建設、裝修及改造等環節有獨特構思理念，並且能做到既可以降低建設裝修成本，又能符合購物中心時代潮流及運營標準。董事會相信閻女士對集團現有分店之營運面積利用，及集團未來新店之選址及規劃提供寶貴意見。閻女士已於集團服務了兩年。

獨立非執行董事

錢錦祥先生，CPA (practising), FCMA，67歲，香港之執業會計師。錢先生是英國特許管理會計師公會資深會員及香港會計師公會會員。彼於審計、會計及財務管理方面擁有豐富的經驗。錢先生已於集團服務了超過十七年。

Biography of Directors and Senior Management (Continued)

董事及高層管理人員簡歷 (續)

Mr. Sun Ju Yi (孫聚義), aged 72, graduated from the Finance and Economic Institute of Tianjin in the PRC in 1978 and underwent a master research study program at the Finance and Economics Institute of Tianjin in the PRC in 1978. He is a senior accountant and a registered accountant in the PRC. He had been a lecturer of the Finance and Economic Institute of Tianjin and the assistant to the principal of Shenzhen Zhong Hua Accounting Firm. Mr. Sun has over 35 years of experience in financial lecturing, accounting, auditing and corporate financial management. Mr. Sun has served the Group for over 12 years.

Mr. Ai Ji (艾及), aged 71, graduated from Hunan Radio and Television University (湖南廣播電視大學) with a bachelor's degree in law and obtained the qualification of a practising lawyer in 1988. Mr. Ai is a practising lawyer in the PRC, has worked for Hunan Chuhua Law Firm (湖南楚華律師事務所) and Guangdong ShenTianCheng Law Firm (廣東深天成律師事務所), and is a senior partner of the Yingke Law Firm (盈科律師事務所). He is a member of the standing committee of the fifth session of National Committee of the Chinese People's Political Consultative Conference (Shenzhen) (中國人民政治協商會議深圳市委員會), a member of various committees (including member of the sixth and seventh sessions of standing committee of Guangdong, deputy chairman of legal system committee, and deputy chairman of the fourth and fifth sessions of Shenzhen committee) of the China Democratic National Construction Association (中國民主建國會). Mr. Ai practised as a legal counsel and has accumulated over 43 years experience in various commercial and law firms in the PRC. Mr. Ai has served the Group for over 17 years.

Madam Ying Chi Kwan (邢紫君), aged 50, has more than 23 years' experience in corporate financial reporting and financing. She has assisted several clients in handling listing related projects and provided financial consulting services to a number of listed companies, involving in the construction, real estate, and shipping industries. Madam Ying graduated from the University of British Columbia in Vancouver, Canada with a Bachelor of Commerce. She is currently a member of the American Institute of Certified Public Accountants. Madam Ying worked for Ernst & Young, and since 2005, she started her career in corporate finance and has worked for different financial institutions licensed by the Hong Kong Securities and Futures Commission. She has worked in Chinese-funded, Taiwan-funded and Hong Kong-funded financial institutions, including but not limited to Haitong International Capital Co., Limited and KGI Securities Asia Co., Limited. From year 2022 to 2023, Madam Ying served as an executive director of Southwest Securities (Hong Kong) Capital Limited. Since 2024, Madam Ying became a director of Advent Corporate Finance Limited. The Board believes that Madam Ying provides valuable advice on the Group's corporate financial reporting and financing, internal control and Environmental, Social and Governance matters. Madam Ying has served the Group for two years.

孫聚義先生，72歲。彼於一九七八年畢業於天津財經學院，並於一九七八年於中國天津修畢碩士研究生學習課程。彼為中國高級會計師及中國註冊會計師。彼曾為天津財經學院講師及中國深圳中華會計師事務所所長助理。孫先生於財經授課、會計、審計及企業財務管理方面超過三十五年經驗。孫先生已於集團服務了超過十二年。

艾及先生，71歲，一九八八年畢業於湖南廣播電視大學並獲得中國律師資格。艾先生為中國執業律師，曾執業於湖南楚華律師事務所及廣東深天成律師事務所，現為盈科律師事務所任高級合夥人。彼為中國人民政治協商會議深圳市第五屆委員會常務委員，中國民主建國會廣東省委員會第六及七屆委員、法制委員會副主任、中國民主建國會深圳市委員會第四屆及第五屆委員會副主委。艾先生為法律顧問，曾於中國多間企業及律師行累積超過四十三年經驗。艾先生已於集團服務了超過十七年。

邢紫君女士，50歲，具有超過二十三年豐富的企業財務匯報及融資經驗，曾協助若干客戶處理相關上市項目及為多間上市公司提供財務諮詢服務，所涉獵的行業包括建築、地產及航運。邢女士畢業於加拿大溫哥華不列顛哥倫比亞大學商業學士。彼現為美國註冊會計師協會會員。邢女士曾於安永會計師事務所任職，並自二零零五年起開展其企業金融事業並任職於不同的香港證監會持牌金融機構。彼曾於中資、台資、港資金融機構工作，包括但不限於海通國際資本有限公司及凱基證券亞洲有限公司，並於二零二二年至二零二三年間於西證(香港)融資有限公司任職執行董事。自二零二四年起，邢女士獲委任為宏智融資有限公司的董事。董事會相信邢女士對集團企業財務匯報及融資、內部監控及環境、社會及管治提供寶貴意見。邢女士已於集團服務了兩年。

Biography of Directors and Senior Management (Continued)

董事及高層管理人員簡歷 (續)

SENIOR MANAGEMENT

Mr. Chen Li Chong (陳理崇), aged 49, is the manager for the engineering department of the Group, responsible for the establishment of engineering and facilities management system, purchase of bulk equipment, and project based renovation program etc. Mr. Chen obtained the certificate of Housing Architecture from the Fujian Agriculture And Forestry University and is a PRC registered civil engineer. Mr. Chen joined the Group in 2003. He has extensive engineering facilities management experience. Mr. Chen has served the Group for over 22 years.

Mr. Li Dong (李棟), aged 50, is the manager responsible for security and safety management of the Group. Mr. Li obtained a certificate of Business Administration from the Open University of China in 2011. Mr. Li has served as store manager, deputy manager of the human resources department, the chief operation officer, the general manager of the Guangxi subsidiary and the deputy manager of the procurement department. Mr. Li has over 23 years of experience in the retail industry. Mr. Li has served the Group for over 21 years.

Mr. Wen Meng Chen (溫孟臣), aged 47. Mr. Wen is the deputy manager of supermarket procurement department, responsible for the commodity sourcing and resource allocation. Mr. Wen obtained the bachelor of business administration degree of Xi'an Jiaotong University. Mr. Wen joined the Group in 1997 and had been working as store-in-charge of Shajing store (former one), Longhua store, Shiyan store, and Gongming store etc. He possessed rich experience in retail commercial complex management. Mr. Wen has served the Group for over 26 years.

Mr. Liu Ya Feng (劉亞峰), aged 41, is the chief information officer, responsible for the overall information technology of the Group and the operation of its subsidiary – Shenzhen BJH Network Technology Limited. Mr. Liu obtained the certificate of Information Management System from the Guilin University of Electronic Technology in 2005. Mr. Liu performed event management, corporate IT restructuring, work flow enhancement, and commercial digital operation. He was the IT manager of Shenzhen Guotaian Education Technology Co., Ltd and Xinchuangji Electronics (Shenzhen) Co., Ltd. Mr. Liu joined the Group on October 2018. Mr. Liu has served the Group for over 6 years.

高級管理層

陳理崇先生，49歲，工程設備中心總監，負責工程及設備管理體系的建立，大型動力設備的採購，以及大型裝修改造工程項目管理等工作；陳先生取得福建農林大學房屋建築專業證書，為中國註冊土建工程師。陳先生於二零零三年加入本集團，擁有豐富的工程設備管理經驗。陳先生已於集團服務了超過二十二年。

李棟先生，50歲，安防總監，負責整體安全防範管理工作。李先生於二零一一年畢業於中央廣播電視大學工商管理專業。李先生擔任過分店店長、人力資源副總監、營運總監、廣西子公司總經理及採配副總監。李先生於零售行業擁有超過二十三年經驗。李先生已於集團服務了超過二十一年。

溫孟臣先生，47歲，超市採購中心副總監，負責超市商品的採購與資源整合工作。溫先生畢業於西安交通大學工商管理專業。溫先生於一九九七年加入本集團，曾任沙井分店（前店）、龍華分店、石岩分店、及公明分店等負責人，擁有豐富的零售商超綜合管理經驗。溫先生已於集團服務了超過二十六年。

劉亞峰先生，41歲，資訊中心總裁，負責整體公司資訊中心以及集團附屬公司深圳市百佳華網絡科技有限公司的工作。劉先生於二零零五年取得桂林電子科技大學信息管理和信息系統專業。劉先生負責項目管控、公司資訊科技整合、架構流程優化、及數字商業化運營。劉先生曾任深圳國泰安教育技術股份有限公司資訊中心總監、信創基電子（深圳）有限公司資訊中心總監等。劉先生於二零一八年十月加入本集團。劉先生已於集團服務了超過六年。

Biography of Directors and Senior Management (Continued)

董事及高層管理人員簡歷 (續)

Mr. Huang Tian Qi (黃天齊), aged 39, is the chief officer of business invitation, responsible for the overall planning and management of the Group's business partners. Mr. Huang graduated from Zhuhai College of Science and Technology (formerly known as Zhuhai College of Jilin University) in 2008, majoring in marketing. After graduation, Mr. Huang worked in various commercial shopping centers and department stores, and has practical and professional commercial business invitation experience. During his service in the group, he has introduced a number of highly appealing brands. Mr. Huang has served the Group for more than three years.

COMPANY SECRETARY

Mr. Ho Yuet Lee, Leo (何悅利), FCCA, CPA, aged 51, is the finance manager and company secretary of the Group. Mr. Ho obtained a bachelor degree of Business Administration (Honours) in Accounting from the Hong Kong Baptist University in 1995 and a master degree in Corporate Governance from the Hong Kong Polytechnic University in 2008. He is a fellow member of the Association of Chartered Certified Accountants ("ACCA") and an associate member of the Hong Kong Institute of Certified Public Accountants ("HKICPA"). Mr. Ho has experience in accounting, auditing and corporate finance. Mr. Ho has served the Group for over 17 years.

黃天齊先生，39歲，招商中心總監，負責集團專案招商的統籌工作。黃先生於二零零八年畢業於珠海科技學院（前稱：吉林大學珠海學院）市場行銷專業。黃先生畢業後任職於多個商業購物中心、百貨公司企業，具有實際及專業的商業招商經驗。於集團服務期間引進了多個極具號召力的品牌。黃先生已於集團服務了超過三年。

公司秘書

何悅利先生，FCCA, CPA, 51歲，為本集團財務經理及公司秘書。分別於一九九五年及二零零八年獲香港浸會大學頒授工商管理學士（榮譽）學位（主修會計）以及香港理工大學頒授公司管治碩士學位。彼為英國特許公認會計師公會資深會員及香港會計師公會會員。何先生在會計、審計及企業融資方面擁有經驗。何先生已於集團服務了超過十七年。



Management Discussion and Analysis

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析



(A) INDUSTRY REVIEW

As the global economic situation changes, the retail industry is facing unprecedented opportunities and challenges. From the popularity of online shopping to changes in consumer shopping habits to the widespread application of digital technology, the landscape of the retail industry is changing rapidly.

In recent years, digital transformation has become a core strategy in the retail industry. Especially in the post-pandemic era, online retail has grown rapidly, and traditional retail has gradually transitioned to a new retail model of “online and offline integration”. According to statistics, the global retail e-commerce market size is estimated to exceed US\$5 trillion in 2024, and e-commerce platforms will continue to have large share of the retail market. With the popularization of mobile payments and the optimization of logistics and distribution, consumers are increasingly inclined to shop through online channels. At the same time, e-commerce platforms such as Alibaba and JD.com are also constantly innovating, providing consumers with personalized recommendations and precise services through big data analysis and artificial intelligence technology. The application of intelligent and automated technologies is changing the operating model of the retail industry. Technologies such as smart shelves, unmanned retail stores,

(一) 行業概覽

隨著全球經濟形勢的變化，零售行業正面臨前所未有的機遇與挑戰。從線上購物的普及到消費者購物習慣的變化，再到數位化技術的廣泛應用，零售行業的格局正在快速發生改變。

近年來，數位化轉型成為零售行業的核心戰略。特別是在後疫情時代，線上零售迅速增長，傳統的線下零售逐漸向「線上線下融合」的新零售模式過渡。據統計，二零二四年全球零售電商的市場規模預計將超過5萬億美元，電商平台將繼續佔據零售市場的重要份額。隨著移動支付的普及和物流配送的優化，消費者越來越傾向於通過線上管道進行購物。同時，阿里巴巴、京東等電商平台也在不斷創新，通過大數據分析和人工智能技術，為消費者提供個性化推薦和精準服務。智慧化、自動化技術的應用正在改變零售行業的運營模式。智慧貨架、無人零售店、機器人配送等技術開始走向商業

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

and robot delivery are beginning to move towards commercial applications. Unmanned convenience stores use advanced sensors and computer vision technology to allow consumers to shop themselves and check out automatically, saving the time of payment. In China, smart retail is also developing rapidly. Unmanned supermarkets and unmanned convenience stores have been launched in some major cities. Consumers pay through mobile applications, making the shopping experience more convenient. In addition, technologies such as artificial intelligence customer service and smart shopping guides have also begun to be used in some retail scenarios, improving user experience and merchants' operational efficiency. As Generation Z and Millennials gradually become the main consumers, consumption patterns in the retail industry have changed. This generation of consumers focuses on the personalization and experience of shopping. They like customized products and tend to get shopping information through social media. Social e-commerce and live streaming have become hot trends. With the help of live streaming platforms and social networks, brands can interact directly with consumers and promote their products. Especially in China, live streaming e-commerce has achieved huge success in the past few years. Many brands have achieved rapid promotion of their products and explosive sales by cooperating with Internet celebrities.

Although the digital transformation of the retail industry has brought many conveniences, it relates to high technology investment costs and equipment upgrades. Especially for some small and medium-sized retailers, how to balance technology investment and profitability has become their main challenge. Logistics costs, labor costs and rising rents have also put considerable pressure on retailers. Especially in the field of bulk commodities and fresh food retail, ensuring the freshness of goods, the timeliness of delivery and cost control are still difficult problems that retailers face. Competition in the retail industry is becoming increasingly fierce, especially with price wars and frequent promotional activities among e-commerce platforms, retailers' profit margins are further compressed. In order to attract consumers, many retailers have to offer price discounts and promotions, but this often leads to short-term sales growth, but in the long run, it may affect brand image and consumer loyalty. In addition, cross-industry competition is also intense. Many technology companies, logistics companies and even financial institutions have entered the retail industry, using their technological and financial advantages to challenge traditional retailers. Technology companies such as TikTok and Tencent have penetrated into the retail industry by building

化應用。無人便利店通過先進的感測器和電腦視覺技術，消費者可以自助選購商品，自動結帳，省去了排隊付款的時間。在中國，智慧零售也在迅速發展。無人超市、無人便利店等形式已在一些大城市落地，消費者通過手機應用程式進行支付，購物體驗更加便捷。此外，人工智能客戶服務、智慧導購等技術也開始在一些零售場景中應用，提升了用戶體驗和商家的運營效率。隨著「Z世代」和「千禧一代」逐漸成為消費主力，零售行業的消費模式發生了變化。這一代消費者更注重購物的個性化和體驗感，他們喜歡定製化商品，並且傾向於通過社交媒體平台獲取購物資訊。社交電商和直播帶貨成為新的熱門趨勢。借助直播平台 and 社交網路，品牌可以直接與消費者互動，進行產品推廣。尤其在中國，直播電商在過去幾年取得了巨大的成功，許多品牌通過與網紅合作，實現了產品的快速推廣和銷量的爆發。

儘管零售行業的數位化轉型帶來了許多便利，但這也意味著高昂的技術投入和設備升級成本。尤其對於一些中小型零售商來說，如何平衡技術投入與盈利問題成為主要挑戰。物流成本、人工成本以及租金上漲等因素，也給零售商帶來了不少的壓力。尤其是在大宗商品和生鮮零售領域，如何確保商品的新鮮度、配送的時效性以及成本控制，仍然是零售商需要解決的難題。零售行業的競爭越來越激烈，尤其是在電商平台之間的價格戰和促銷活動頻繁開展的情況下，零售商的利潤空間被進一步壓縮。為了吸引消費者，許多零售商不得不進行價格折扣和促銷活動，但這往往導致了短期內的銷量增長，而長期來看，可能影響品牌形象和消費者忠誠度。此外，跨界競爭也在加劇。許多科技公司、物流公司甚至金融機構開始進入零售行業，利用自己的技術優勢和資金優勢，向傳統零售商發起挑戰。字

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

social platforms and e-commerce ecosystems. As consumer demands become increasingly diverse, retailers must respond quickly to market demands and provide personalized and customized products and services. However, consumers' brand loyalty has decreased, and the diversity of choices requires retailers to grasp consumers' mentality and needs more accurately.

According to the "Overview of China's Shopping Center (including outlets) Industry in 2024" released by the China Chain Store & Franchise Association, the outlook for China's shopping mall industry in 2024 is mixed: 77% of sample projects achieve full-year sales growth, while 21% of projects face declines to varying degrees. The sample projects participating in the survey demonstrated diversified development models of shopping malls. Urban, regional and community shopping centers account for the majority, showing that various types of projects can perform well in different market environments. This diversity not only represents the complexity of consumer demand, but also reflects the gradual evolution of business models. With the mature of online and offline integration, the operation mode of shopping malls is also undergoing changes. According to the report, projects with year-on-year sales growth in 2024 account for 73% of the total sample. This is the positive sign for the commercial center industry in the past few years. However, market changes not only require flexible business strategies, but also require businesses to establish closer ties between working teams and consumers. The increase in online sales has become an inevitable trend. More than half of the sample projects showed that online sales have shown an upward trend. For traditional shopping malls, this is not only an expansion of sales channels, but also an improvement in consumers' shopping experience. In this era of rapid digital development, the traditional model that simply relies on physical shelves is no longer applicable. To shape brand image and customer relationships through innovative marketing and online platforms has become a core element of business success. This coincides with the current investment strategy. Investors focus on high-performed and innovative companies. The transformation of shopping malls will definitely create more investment opportunities.

節跳動、騰訊等科技公司通過構建社交平台和電商生態，滲透到了零售行業。消費者的需求日益多樣化，零售商必須快速回應市場需求，提供個性化、定製化的商品和服務。然而，消費者對品牌的忠誠度降低，選擇的多樣性使得零售商需要更加精確地把握消費者的心理和需求。

根據中國連鎖經營協會發佈的《2024年中國購物中心(含奧萊)行業情況概覽》，二零二四年的中國購物中心行業情況可謂是喜憂參半：77%的樣本專案實現了全年銷售額的增長，而21%的項目則面臨不同程度的下滑。在參與調研的樣本專案中，展示出購物中心的多樣化發展模式。都市型、區域型和社區型購物中心佔據了大部分，顯示出各類專案在不同市場環境中各展其能。這種多元化不僅反映了消費者需求的繁雜性，也表示商業模式的逐步演變。隨著線上線下融合的深化，購物中心的運營方式也在發生變化。根據報告，二零二四年全年銷售額同比增長的專案，已佔樣本總數的73%。這是過去幾年來，商業中心行業最為積極的信號。然而，市場的變化不僅需要靈活的商業策略，更要求商家在維護團隊與消費者之間建立更加緊密的聯繫。線上銷售的提升成為了不可忽視的趨勢。超過半數的樣本專案顯示，線上銷售出現了上升態勢。對於傳統購物中心而言，這不僅是銷售管道的拓展，更是消費者購物體驗的提升。在這個數位化迅猛發展的時代，簡單依靠實體貨架的傳統模式早已不再適用，通過創新行銷和線上平台塑造品牌形象與顧客關係，成為了商業成功的核心要素。這與目前的投資策略不謀而合，投資者的關注點在於高效能和創新型企業，購物中心的轉型一定會創造出更多的投資機會。

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

In the fiercely market, business invitation among enterprises is becoming important. Affected by the large differences in leasing inquiry activity, shopping malls are facing unprecedented challenges in business invitation. The report points out that actively participating in various negotiation activities is one of the keys to solving the problem. The acquisition of brand resources and the adjustment of business invitation strategies will directly affect the operating efficiency of the shopping center. The state of China's shopping malls in 2024 shows that the market is at a transition period. Although overall sales performance has improved, it is also facing the pressures of insufficient brand loyalty and fierce online competition. While continuing to develop their main business, merchants must focus on customer operations and maintenance, business invitation and adjustments, especially in-depth operations and marketing innovation.

The online retail market continues to maintain a steady growth momentum, the market size continues to expand, and consumption trends show the characteristics of diversified and quality products and services. The online retail has achieved remarkable results in policy support, technological innovation and global positioning. According to the National Bureau of Statistics, the national online retail sales reached RMB15.5 trillion in 2024, a year-on-year (YOY) increase of 7.2%. Among them, the online retail sales of physical goods were RMB13.1 trillion, a YOY increase of 6.5%, accounting for 26.8% of the total retail sales of consumer goods. The potential of service consumption continued to be released, with non-physical online retail sales reaching RMB2.4 trillion, a YOY increase of 11.1%. Consumption scenarios such as catering and tourism maintained a relatively high growth rate. In terms of consumer products, consumer upgrading products such as oil and foodstuff, sports and entertainment supplies, furniture, and communication equipment performed outstandingly. In addition, the instant retail market has accelerated its development, with online retail sales increasing by more than 12% YOY, and non-food categories such as medicines, communication equipment, and household appliances growing rapidly.

在競爭激烈的市場中，企業之間的招商工作正變得日益重要。受租賃諮詢活躍度的影響，各購物中心在品牌招商上面臨著前所未有的挑戰。報告指出，積極參與各種對接洽談活動是解決問題的關鍵之一，品牌資源的獲取、招商策略的調整將直接影響購物中心的運營效益。二零二四年中國購物中心的狀況顯示出市場正處於一個關鍵的轉型期。雖然整體銷售表現有所回暖，卻也面臨著品牌忠誠度不足與線上競爭激烈的雙重壓力。商家在繼續發展主業的同時，必須更加注重新顧客的運營與維護、品牌招商與調整，尤其是深度運營與行銷創新。

網路零售市場繼續保持穩健增長態勢，市場規模持續擴大，消費趨勢呈現多元化和高品質發展的特點。網絡顯示，網路零售在政策支援、技術創新和全球化佈局等方面取得了顯著成效。據國家統計局資料，二零二四年全國網上零售額達到人民幣15.5萬億元，同比增長7.2%。其中，實物商品網上零售額為人民幣13.1萬億元，同比增長6.5%，佔社會消費品零售總額的26.8%。服務消費潛力持續釋放，非實物網路零售額達人民幣2.4萬億元，同比增長11.1%，餐飲和旅遊等消費方面維持較高增速。在消費品類方面，糧油食品、體育娛樂用品、傢俱、通訊器材等消費升級類商品表現突出。此外，即時零售市場加速發展，網上零售額同比增長逾12.0%，非食品品類如中西藥品、通訊器材、家用電器等增長迅速。

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

In 2024, the barriers between e-commerce platforms will gradually be broken down, Taobao and Tmall will be connected to WeChat Pay, JD.com will be connected to Alipay, etc., further improving user experience. At the same time, the local and central government have introduced spending subsidy policies, such as replacement policies and energy-saving home appliances subsidies, which have stimulated the consumer market. Among them, energy-saving home appliances and organic food are favored by consumers, with sales increasing significantly YOY. During the year, industrial Internet platforms have made overseas expansion, industrial belt upgrading and artificial intelligence applications. Data shows that many companies have reached Southeast Asia, Europe and the Middle East overseas regions. The international market has been further expanded through cross-border strategies, overseas production capacity and supply chain services.

The application of artificial intelligence technology in the e-commerce field continues to deepen, becoming a highlight of the online retail market in 2024. Data shows that artificial intelligence procurement is widely used in smart sourcing, smart bidding, and smart pricing. Artificial intelligence technology not only improves procurement efficiency, but also optimizes consumer experience through functions such as smart customer service and smart recommendations.

According to the National Bureau of Statistics, the gross domestic product in 2024 reached approximately RMB134.9 trillion, an increase of approximately 5.0% over the same period last year.

During the year, the total retail sales of consumer goods were approximately RMB48.8 trillion, a YOY increase of approximately 3.5%. Among them, the retail sales of consumer goods of enterprises above threshold were approximately RMB19.3 trillion, a YOY increase of approximately 2.7%. According to the location of the business unit, the retail sales of consumer goods in urban areas was approximately RMB42.1 trillion, a YOY increase of approximately 3.4%; the retail sales of consumer goods in rural areas was approximately RMB6.7 trillion, a YOY increase of approximately 4.3%. In terms of consumption patterns, catering revenue was approximately

二零二四年，電商平台之間的壁壘逐漸打破，淘寶天貓開通微信支付、京東開通支付寶支付等，進一步提升了用戶體驗。同時，從中央到地方政府均推出了一系列惠民消費補貼政策，如以舊換新、節能家電補貼等，有效激發了消費市場活力。其中，節能家電、有機食品等綠色消費品類受到消費者青睞，銷售額同比增長顯著。年內，產業互聯網平台在海外拓展、產業帶升級和人工智能應用等方面取得重要進展。資料顯示，很多企業已有海外佈局，東南亞、歐洲、中東成為前三大重點海外拓展區域。通過跨境戰略、產能海外拓展和供應鏈服務，進一步拓展了國際市場。

人工智能技術在電商領域的應用不斷深化，成為二零二四年網路零售市場的一大亮點。資料顯示，人工智能採購廣泛應用於智慧尋源、智慧招投標、智慧核價等場景。人工智能技術不僅提升了採購效率，還通過智慧客服、智慧推薦等功能，優化了消費者體驗。

根據國家統計總局資料，二零二四年國內生產總值達約人民幣134.9萬億元，比去年同期上升約5.0%。

年內，社會消費品零售總額約人民幣48.8萬億元，同比增長約3.5%。其中，限額以上企業消費品零售額約人民幣19.3萬億元，同比上升約2.7%。按經營單位所在地分，城鎮消費品零售額約人民幣42.1萬億元，同比增長約3.4%；鄉村消費品零售額約人民幣6.7萬億元，同比增長約4.3%。按消費形態分，餐飲收入約人民幣5.6萬億元，上升約5.3%；商品零售約人民幣43.2萬億元，增加約3.2%。在商品

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

RMB5.6 trillion, an increase of approximately 5.3%; commodity retail was approximately RMB43.2 trillion, an increase of approximately 3.2%. In retail sales of goods, the retail sales of enterprises above threshold were approximately RMB17.7 trillion, an increase of approximately 2.7%. During the year, national online retail sales were approximately RMB15.5 trillion, a YOY increase of approximately 7.2%. Among them, the online retail sales of physical goods were approximately RMB13.1 trillion, an increase of approximately 6.5%, accounting for approximately 26.8% of the total retail sales of consumer goods. In the online retail sales of physical goods, food, clothing and consumer goods increased by approximately 16.0%, 1.5% and 6.3% respectively. Classified by retail format, the retail sales of convenience stores, specialty stores, and supermarket in retail units above threshold during the year increased by approximately 16.0%, 1.5%, and 6.3% YOY respectively, while department stores and brand name stores decreased by approximately 2.4% and 0.4% respectively.

In 2024, China's retail industry will continue to face challenges and opportunities. In the era of cost-effectiveness, consumers pay more attention to the cost and value of products, and retail operators need to grasp accurately the needs of consumers and provide higher-quality products and services. At the same time, the rise of emerging channels has also brought new development opportunities to retail enterprises. Retailers need to actively expand emerging pipelines and increase market share. In addition, retail companies also need to strengthen product innovation and supply chain management, improve efficiency, and reduce costs to cope with fierce market competition.

零售中，限額以上企業商品零售額約人民幣17.7萬億元，增加約2.7%。年內，全國網上零售額約人民幣15.5萬億元，同比增長約7.2%。其中，實物商品網上零售額約人民幣13.1萬億元，增長約6.5%，佔社會消費品零售總額的比重約為26.8%。在實物商品網上零售額中，吃類、穿類、用類商品分別增長16.0%、1.5%、6.3%。按零售業態分類，限額以上零售業單位中便利店、專業店、超市零售額比上年分別增長4.7%、4.2%、2.7%；百貨店、品牌專賣店零售額分別下降2.4%、0.4%。

二零二四年，中國零售業將繼續面臨挑戰和機遇。在性價比時代，消費者更加注重產品的性價比和價值，企業需要更加精準地把握消費者的需求，提供更加優質的產品和服務。同時，新興管道的崛起也為企業帶來了新的發展機遇，企業需要積極拓展新興管道，提升市場份額。此外，企業還需要加強產品創新和供應鏈管理，提高效率，降低成本，以應對激烈的市場競爭。

(B) BUSINESS REVIEW

Looking back at the Year 2024, the Group has made the following major highlights in terms of operations.

(1) Strengthen inventory and order management to reduce capital occupation problems

During the period, the Group improved the inventory management works and order management. There was effective control on the movement and balance of warehousing goods to ensure the condition of goods and normal operating activities. The types of goods are classified and recorded in charts. It is a comprehensive management system that reflects the quantity and quality of warehousing goods, as well as the geographical location, department, order ownership and warehousing dispersion. In old stores, goods are categorized and perishable goods are displayed in counters. Except for the self-operated categories of vegetables and fresh meat, other categories are kept in specialty counters, encouraging and employees to explore new resources. In addition, the positioning of each store is continuously optimized. At the beginning of the year, we positioned each store and improved the category structure, marketing strategy, product differentiation and customer service. Products are classified by tiers, strengthening first-tier brands according to preferences, optimized second-tier brands, and eliminated third-tier category management to optimize the category structure and clean up unsalable and inventory categories. The Group focuses on quality improvement of products with slowing moving goods, and introduces fresh food counters. At the same time, the group strives for supplier resources, provides sales support to leading brands and quality suppliers, and strives for promotional resources. On the other hand, order management is carried out. The headquarters effectively controls store orders, rejects unreasonable orders, and requires stores to make daily allocations.

(二) 業務回顧

回顧二零二四年，集團於營運方面作出了以下重大亮點。

(1) 加強庫存和訂貨管理，減少資金佔用問題

期內，集團針對庫存管理作品類優化及訂貨管理。對倉儲貨物的收發、結存等活動作有效控制，為企業保證倉儲貨物的完好無損，確保生產經營活動的正常進行，並在此基礎上對各類貨物的活動狀況進行分類記錄，以明確的圖表方式表達倉儲貨物在數量、品質方面的狀況，以及所在的地理位置、部門、訂單歸屬和倉儲分散程度等情況的綜合管理形式。於老店品類優化，對新鮮品類的專櫃化。除散裝蔬菜、鮮肉品類自營，其他品類逐漸專櫃化，鼓勵和發動全員的力量尋找合適資源；另外，根據總綱領對各分店定位的持續優化。年初制定各分店定位，從品類結構、行銷策略、產品差異化及顧客服務等方面持續改善；根據顧客產品對分類，按照喜好強化一線品牌，優化二線品牌，清退三線的品類管理方向優化品類結構，對三線品牌進行評估，對滯銷、大庫存品類進行清理；對銷售欠佳的產品持續關注品質提升，並跟進生鮮專櫃的引入。同時，集團爭取供應商資源，對頭部品牌，有潛力、願投入資源的品牌供應商進行銷售扶持，爭取供應商促銷資源。另一方面，對庫存進行訂貨管控。總部營運中心對分店訂單進行有效管控，不合理訂單進行駁回，分店的上櫃品類作每日分配等措施。

(2) Prepare for the new Bantian store, explore new operating models and optimize business strategies

During the period, the Group planned to open new store and searched for locations that were feasible and had business potential. In mid-July, a lease agreement was signed with an independent landlord to lease a property in Bantian District, Longgang at a reasonable price for the purpose of opening a new franchised supermarket operated by the Group. The store is located in Jiangnan Times Square, which is directly connected to Shenzhen Metro Gangtou station. It is about 3 kilometers away from the current Bantian Ling Hui Plaza, on the lower ground floor and covers an area of about 4,100 square meters. The lease term is 15 years. There is Shenzhen Huawei Bantian Industrial Base, Tianan Cloud Park (a national-level strategic emerging industry demonstration base that gathers the four major industries of security, communications, electronics, and smart hardware) and several phases of Bantian Kaisa City Plaza. The store cited Leyoule's hard discount business model to attract consumers' attention and make purchases by reducing product prices, improving product quality, and optimizing shopping experience. First, we will increase membership promotion and marketing, with discounts products as the core, and "buy more save more" as the gimmick. Through offline promotion and online new media, the Group promotes membership price advantage and expands member base by offering member benefit. Turning the customer base of Times Square and office buildings into our subscribed members. Meanwhile, the Group continues to develop subscribed members and explores wholesale members. By introducing quality, price, marketing, category and counter items to cultivate customer loyalty. Follow up the development of online members, subscribed members can enjoy member prices for online shopping simultaneously. The Group conducts monthly stock count, participates in the routine meetings with store managers, interchanges practical difficulties, and improves the cooperation model.

(2) 籌備坂田新店 探索新營運模式及優化經營策略

期內，集團積極計劃開立新店，搜索可行及具有經營潛力之新店位置。於七月中旬，與一名獨立第三方業主簽訂租賃協議，以合理價格租賃龍崗坂田區之物業，以作集團營運超級市場之加盟新店。該店位於深圳地鐵崗頭站直達的江南時代廣場，距離現時坂田領匯購物中心約3公里步程，負一樓，面積約4,100平米，租賃期15年，附近有深圳華為坂田基地，天安雲谷產業園（聚集安防、通訊、電子、智慧硬體四大產業類型的國家級戰略性新興產業示範基地）及坂田佳兆業城市廣場多期。該店引用樂友樂採用獨特的硬折扣經營模式，通過降低商品售價、提高商品品質、優化購物體驗等方式，吸引了大量消費者的關注和購買。首先加大會員宣傳和行銷，以商品的硬折扣為核心，以「買越多，省越多」為噱頭，通過線下地推和線上新媒體宣傳會員價優勢同時售賣會員卡，發展會員福利群。結合時代廣場和時代大廈寫字樓的客群基數和會員，轉換為我們的付費會員。同時，持續發展付費會員，加大挖掘批發會員；打造硬折扣模式，從品質、價格、行銷、品類和專櫃項目引進，培養消費者的忠誠度。跟進後續線上會員的同步開發，付費會員線上購物同步享受會員價；每月進行復盤，參與對方店長月度會，溝通並協調難題點，完善合作模式。

(3) Facing peer competition to adjust the strategy of Shajing Jiayanghai Shopping Mall

During the period, the Group operated the Shajing Jiayanghai Shopping Mall. Jiayanghai Shajing store has officially been opened in July 2023. It has a total commercial area of more than 50,000 square meters and is located in the Shajing of Baoan District, with full occupation rate at the inauguration date. The mall focuses on the three major cores of lifestyle, exquisite fashion, family leisure, and social entertainment, and brings 140+ brands, including more than 20 new coming brands. Zhongying Dejin Cinemas, the first Dolby Sound giant-screen IMAX theater in Shajing, opened in November 2023. A comprehensive sports and entertainment hall integrating digital sports and virtual video game experience, with more than 1,000 square meters, it brings more than 20 kinds of family entertaining games, creating an innovative and fashionable center for young family customers. In the rooftop the shopping mall has a camping aesthetic of coffee and wine corner – 51CAMP Shenzhen City Camp, with a dining experience area of more than 4,000 square meters, bringing rural camping trips to the rooftop of the bustling urban area. In terms of catering, it focuses on special and fusion dishes. In terms of business formats, catering and kid's businesses are more prominent. Among them, the catering business are mostly leading chain brands. The lower ground floor is mainly for snacks and fast food, with brands such as Kwafu Fried Chuan, Shining Taste, Tianmeihui Chicken Wings Rice Bun, Yun Cuisine, Danye Offal, and Kailili. The fourth and fifth floors are mainly for dinner, and included brands such as Coucou Hotpot, Four Seasons Coconut Grove, Walaida, Jingweizhang, Green Tea, and Nonggengji. In terms of kid's business, in addition to children's wear such as balabala, 361KIDS, and Yishion Kid's Clothing, it also introduces children's entertainment brands including Century Fengle Kaka, Jiuhao Chaowan, NATAKIDS, Geek World, Xiaoxing Auto Town, etc. Looking at the Shajing Xinqiao area,

(3) 面對同業的持續競爭 調整沙井佳漾匯購物中心之應對策略

期內，集團積極營運沙井佳漾匯購物中心。佳漾匯沙井店已於二零二三年七月正式開業。項目總商業面積5萬多平方米，位於寶安區沙井片區，開業率近100%。佳漾匯以精緻時尚、家庭休閒、社交娛樂三大生活方式為核心，帶來了140+品牌，包括超20家首進沙井品牌。沙井首個杜比音效巨幕IMAX影院—中影德金影城已於二零二三年十一月開業。集數位運動及虛擬實體電玩體驗的綜合型運動潮玩館，1,000多平超大面積，帶來20多種親子玩樂項目，打造年輕家庭客群的創意潮玩聚集地。商場第六層一整樓層的天台露營美學日咖夜酒—51CAMP深圳城市營地，4,000多平方的營地用餐體驗區，將市外的露營之旅搬到繁華的市區天台。主打特色創意菜、融合菜。業態表現形式上，餐飲與兒童業態做的比較突出。其中餐飲業態引入的品牌多為全國頭部連鎖品牌。負一樓以小吃、速食為主，聚集了夸父炸串、盛香亭、天美匯雞翅包飯、雲味館、丹葉牛雜、凱樂里等品牌。四、五層則主要以正餐為主，引入了湊湊火鍋、四季椰林、哇來噠、京味張、綠茶、農耕記等品牌。在兒童業態上，除了balabala、361KIDS、以純童裝等兒童零售外，還引入了包括世紀風樂卡咖、就好潮玩、NATAKIDS、極客森、小星汽車小鎮等的兒童娛樂品牌。放在沙井新橋片區來看，佳漾匯的整體空間設計比較吸引，多場景打卡點位的設置大力提升

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

the overall interior design of Jiayanghui is outstanding, and the multi-scenario check-in points greatly enhances consumers' shopping experience. The internal layout uses Shajing oysters and colorful marine life as design elements to highlight its locality. According to statistics, 25 commercial retail entities will enter the market in Shenzhen in 2024 (commercial area $\geq 20,000$ square meters), including 6 in Baoan District. Wanfeng Coast City Shopping Center, located in Ma'an Shan, Shajing, opened in July 2024. This 200,000-square-meter commercial giant has nearly 300 brands and a store opening rate of 95%, injecting new competition into the retail business in western Shenzhen. The Group continues to aware the marketing dynamics, merchant operations, and publicity coverage of Wanfeng Coast City after its opening; it seeks to differentiate itself from its counterparties, expand and stabilize Jiayanghui's children's playground and cross-industry resources, and build an alliance between cross-industry and children. The Group will try to link Jiayanghui to consumer preferences.

(4) Perform operational adjustments to continuously optimize the human resources system

With the changes in the domestic retail industry in recent years, the Group has continuously changed its operating model to respond. In terms of human resources, Pang Dong Lai's humanistic care learning and trial operation can alleviate the burden on employees and make them enjoy at work. This model has four main parts. The first is its unique business model and diversified operations, which cover all aspects of consumers' daily lives. Retailer positions market accurately, through in-depth understanding of local market needs and consumer preferences, to provide goods and services that meet the needs of local consumers. The second is to provide quality customer service and an unconditional refund policy. This policy has enhanced consumers' shopping confidence and satisfaction. A one-for-all service system provides many value-added services such as free parking, pumping, and repair tools borrowing, allowing consumers to feel warm care. The third is the care and motivation of employees, providing generous welfare benefits, salary, vacation, working hours and employee welfare policies, which improves employees'

了消費者的遊逛體驗。內部還以沙井蠔及多彩的海洋生物為設計項目，突顯在地性。據統計，二零二四年深圳將有25個商業零售體入市（商業建築面積 ≥ 2 萬平方米），其中寶安區6個。位於沙井馬安山社區的萬豐海岸城購物中心，已於二零二四年七月開業。這座20萬平方米的商業航母實現了近300家品牌，店鋪數開業率高達95%，為深圳西部中心商圈注入新競爭。集團持續關注萬豐海岸城開業後行銷動態、商戶經營情況、宣傳覆蓋範圍；與對方找尋差異化，把佳漾匯的兒童樂園、異業資源做大、做穩，搭建異業和兒童聯盟；從多方面去提升佳漾匯與消費者的緊貼度。

(4) 配合經營方面調整 持續優化人力資源系統

隨著近年國內零售業之變化，集團不斷改變營運模式以應對。於人力資源方面，胖東來的人文關懷學習和試驗運行，為員工減輕負面情緒，使員工工作感到快樂；該營運模式主要有四部份。第一為獨特的商業模式與多元化經營，業務覆蓋了消費者日常生活的所有方面。零售商對市場定位精準，通過深入了解當地市場需求和消費者偏好，提供符合當地消費者需求的商品和服務。第二為提供優質的顧客服務，無理由退貨政策。這種政策極大地增強了消費者的購物信心和滿意度。完善的售後服務體系，提供免費泊車、免費車軚打氣、免費提供修車工具等多項免費服務，讓消費者感受到無微不至的關懷。第三為員工的關懷與激勵，給予優厚的福利待遇，工資、假期、工作時間的限制以及員工福利政策，提

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

job satisfaction and belongingness. Comprehensive training and development opportunities, regular skills improvement classes, and management training classes and activities are held to provide employees with abundant training and development opportunities. The fourth is social responsibility and charity activities, which has made significant contributions to community caring. Actively participating in various disaster relief and social welfare activities demonstrates the company's social and moral responsibility.

(C) OUTLOOK

During the year, the Group has formulated a series of measure to enhance sales turnover and to avoid unnecessary costs, so as to achieve management target. Moreover, the Group aimed to consolidate the existing stores by reform and innovation. By this, improvement in sales mix, upgrade brand name, enhance shopping experience to provide new shopping experience to customers.

In addition, the Group has explored new commercial retail mode, including shopping mall, trial experience, internet plus, and catering business. With the online resource and shopping outlets, and the synergy of online offline capacity, the Group is able to provide a one-stop shopping experience to customers.

The year 2025 has both opportunity and challenge existed, the Group has prepared to cope with all difficulties, to make use of our core competency in the industry.

Looking ahead, China is still under the fast pace of development stage. The macroeconomic condition has significant impact to the industry. Rapid growth in information technology has direct and critical effect to the industry. The directors are confident towards the future. The mission of the Group is to become one of the major operators in the retail industry.

升了員工的工作滿意度和幸福感。完善的培訓和發展機會，定期舉辦技能提升班、管理培訓班等培訓活動，為員工提供豐富的培訓和發展機會。第四為社會責任與公益活動，在社區關懷方面有著顯著的貢獻。積極參與各種救災活動和社會公益活動，展現了企業的社會責任感和道德擔當。

(三) 未來展望

年內，通過一系列營運管理，集團將繼續以商業為本質，以營運為中心，提升銷售，開源節流，力爭超額完成年度業績目標。另秉著變革與創新，不進則退的精神，鞏固現有的老店，優化商品結構，升級品牌，加大以消費者為中心場景行銷、體驗式行銷，努力創建以消費者為中心的零售形式。

集團也將不斷探索新一代的商業模式，包括購物中心，體驗模式，互聯網+，餐飲消費等綜合零售，打造企業經營特色，樹立集團的競爭優勢。而集團也將充分利用自主的線上應用程式和實體優勢，整合線上與線下資源，發揮運營、市場產品需求與研發各自的功能作用，充分利用移動互聯網工具，提高顧客的體驗度。

二零二五年機遇與挑戰並存，本集團的團隊已做好一切準備，以面對一切困難，充分利用本集團在行業中的實力優勢，脫穎而出。

展望未來，中國仍處於快速發展階段。國內及國外之環境變化對零售業有一定的影響。加上近年資訊科技的迅速發展及擴張，對零售行業亦有很大影響。董事對本集團的業務前景充滿信心。本集團的任務乃成為中國零售業中的主要綜合企業之一。

FINANCIAL REVIEW

Revenue

The Group's revenue amounted to approximately RMB378.9 million for the year ended 31 December 2024, representing an increase of 7.0% as compared to approximately RMB354.0 million in the corresponding period of 2023. The increase was principally attributable from the increase in sales of goods of approximately RMB7.4 million, the increase in rental income from sub-leasing of shop premises of approximately RMB0.2 million, and the increase in rental income from sub-leasing of shopping malls of approximately RMB24.6 million. However, the decrease in commission from concessionaire sales of approximately RMB4.2 million, the decrease in rental income from investment property of approximately RMB0.6 million and the decrease in interest income from financing services of approximately RMB2.5 million partly offset the overall increase in revenue.

Sales of goods increased by 4.4% to RMB175.6 million for the year ended 31 December 2024 from RMB168.2 million in the corresponding period of 2023, mainly due to (i) the addition of a new store – Jiangnan Times Square located at Banxuegang Avenue, Bantian Street, Longgang District, Shenzhen in July this year; and (ii) the change of fresh goods counters from concessionaire to self-operation. Sales of goods as a percentage of the Group's total revenue was 46.3% for the year ended 31 December 2024 as compared to 47.5% in the corresponding period of 2023.

Commission from concessionaire sales dropped by 29.0% to RMB10.3 million for the year ended 31 December 2024 from RMB14.5 million in the corresponding period of 2023, mainly due to the change of fresh goods counters from concessionaire to self-operation. Commission from concessionaire sales as a percentage of the Group's total revenue was 2.7% for the year ended 31 December 2024 as compared to 4.1% for the corresponding period of 2023.

Rental income from sub-leasing of shop premises slightly up by 0.4% to RMB44.7 million for the year ended 31 December 2024 from RMB44.5 million for the corresponding period in 2023, with no significant change. Rental income from subleasing of shop premises as a percentage of the Group's total revenue was 11.8% for the year ended 31 December 2024 as compared to 12.5% for the corresponding period of 2023.

財務回顧 收入

截至二零二四年十二月三十一日止年度，本集團的收入約人民幣378.9百萬元，較二零二三年同期約人民幣354.0百萬元上升約7.0%。收入增加主要由於銷售貨品上升約人民幣7.4百萬元，分租店舖物業的租金收入上升約人民幣0.2百萬元，分租商場物業租金收入上升約人民幣24.6百萬元。不過，專賣銷售所得佣金下跌約人民幣4.2百萬元，投資物業的租金收入下跌約人民幣0.6百萬元，及來自保理業務之利息收入下跌約人民幣2.5百萬元，抵銷了整體收入上升。

銷售貨品由二零二三年同期約人民幣168.2百萬元增加約4.4%至截至二零二四年十二月三十一日止年度約人民幣175.6百萬元，主要由於(i)本年七月於深圳市龍崗區坂田街道坂雪崗大道江南時代廣場開設一家新店；及(ii)新鮮食品售賣由專櫃轉變為自營經營。截至二零二四年十二月三十一日止年度銷售貨品佔本集團總收入的百分比為46.3%，而二零二三年同期則為47.5%。

專賣銷售所得佣金由二零二三年同期約人民幣14.5百萬元下跌29.0%至截至二零二四年十二月三十一日止年度約人民幣10.3百萬元，主要由於新鮮食品售賣由專櫃轉變為自營經營。截至二零二四年十二月三十一日止年度，專賣銷售所得佣金佔本集團總收入的百分比為2.7%，而二零二三年同期則為4.1%。

分租店舖物業的租金收入由二零二三年同期約人民幣44.5百萬元輕微上升0.4%至截至二零二四年十二月三十一日止年度約人民幣44.7百萬元，沒有主要變動。分租店舖物業的租金收入佔截至二零二四年十二月三十一日止年度本集團總收入的百分比為11.8%，而二零二三年同期則為12.5%。

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

Rental income from investment properties down by 6.4% to RMB8.8 million for the year ended 31 December 2024 from RMB9.4 million for the corresponding period in 2023, mainly due to the early termination of certain lease tenant. Rental income from investment properties as a percentage of the Group's total revenue was 2.3% for the year ended 31 December 2024 as compared to 2.7% for the corresponding period of 2023.

Rental income from sub-leasing of shopping malls increased by 21.4% to RMB139.5 million for the year ended 31 December 2024 as compared with RMB114.9 million for the corresponding period in 2023 mainly due to full year operation of Shajing shopping mall. Rental income from sub-leasing of shopping malls as a percentage of the Group's total revenue was 36.9% for the year ended 31 December 2024 as compared to 32.5% for the corresponding period of 2023.

Interest income from financing services down by 100.0% to RMB Nil for the year ended 31 December 2024 from RMB2.5 million for the corresponding period in 2023, mainly due to the cessation of business by a major customer. Interest income from financing services as a percentage of the Group's total revenue was Nil for the year ended 31 December 2024 as compared to 0.7% for the corresponding period of 2023.

Purchase of and changes in inventories

Purchase of and changes in inventories amounted to RMB151.1 million for the year ended 31 December 2024, representing an increase of 8.5% as compared with RMB139.2 million in the corresponding period of 2023, mainly due to the addition of a new store – Jiangnan Times Square and change of fresh goods counters from concessionaire to self-operation. As a percentage of sales of goods, purchase of and changes in inventories was 86.1% for the year ended 31 December 2024 as compared with 82.7% in the same period of 2023.

Other operating income

Other operating income up by 7.7% to RMB37.9 million for the year ended 31 December 2024 from RMB35.2 million in the corresponding period in 2023. The decrease in government grants of approximately RMB0.6 million was due to tightening of local government budget. The decrease in administration and management fee income of approximately RMB0.7 million was corresponding to the drop in commission from concessionaire sales. However, there was a gain on early termination of portion of leases of Guanlan and staff quarter in Gongming of approximately RMB5.5 million which offset the decrease.

投資物業租金收入由二零二三年同期約人民幣9.4百萬元下跌6.4%至截至二零二四年十二月三十一日止年度約人民幣8.8百萬元，主要由於若干租賃客戶提早退場所致。截至二零二四年十二月三十一日止年度，投資物業租金收入佔本集團總收入的百分比為2.3%，而二零二三年同期則為2.7%。

分租商場物業的租金收入截至二零二四年十二月三十一日止年度約人民幣139.5百萬元，比二零二三年同期約人民幣114.9百萬元增加21.4%。主要由於沙井購物中心全年營運所致。截至二零二四年十二月三十一日止年度，分租商場物業租金的收入佔本集團總收入的百分比為36.9%，而二零二三年同期則為32.5%。

來自金融服務之利息收入由二零二三年同期約人民幣2.5百萬元減少100.0%至截至二零二四年十二月三十一日止年度約人民幣零，主要由於一個主要客戶暫停業務所致。截至二零二四年十二月三十一日止年度，來自金融服務之利息收入佔本集團總收入的百分比為零，而二零二三年同期則為0.7%。

存貨採購及變動

截至二零二四年十二月三十一日止年度，存貨採購及變動金額約人民幣1億5,110萬元，較二零二三年同期約人民幣1億3,920萬元上升約8.5%，主要由於在江南時代廣場開設一家新店及新鮮食品售賣專櫃由特許經營轉為自營經營。截至二零二四年十二月三十一日止年度，存貨採購及變動佔銷售貨品百分比為86.1%，而二零二三年同期佔82.7%。

其他經營收入

其他經營收入由二零二三年同期約人民幣3,520萬元增加7.7%至截至二零二四年十二月三十一日止年度約人民幣3,790萬元。政府補助收入由於地區政府預算收緊而減少約人民幣60萬元。行政及管理費收入受專賣銷售減少而下跌約人民幣70萬元。不過，觀瀾店部份租賃及公明店員工宿舍提早終止租賃合共產生得益約人民幣550萬元抵銷下降幅度。

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

Staff costs

Staff costs decreased by 3.0% to RMB70.0 million for the year ended 31 December 2024 from RMB72.2 million in the corresponding period of 2023, primarily due to streamlining of manpower.

員工成本

員工成本由二零二三年同期約人民幣7,220萬元減少3.0%至截至二零二四年十二月三十一日止年度約人民幣7,000萬元，主要由於精簡人手所致。

Depreciation of right-of-use assets

Depreciation of right-of-use assets decreased by 22.3% to RMB46.0 million for the year ended 31 December 2024 from RMB59.2 million in the corresponding period of 2023, primarily due to decrease in depreciation charges after provision of impairment loss in previously years for loss making stores. The provision of impairment loss on right-of-use assets (net) of approximately RMB10.7 million compared with approximately RMB26.6 million in 2023 has been decreased due to adequate provision of impairment loss in prior years.

使用權資產折舊

使用權資產折舊由二零二三年同期約人民幣59.2百萬元減少22.3%至截至二零二四年十二月三十一日止年度約人民幣46.0百萬元，主要由於先前年度對虧損門市提列減值損失後折舊費用減少。使用權資產減值損失準備(淨額)約人民幣10.7百萬元，較二零二三年的約人民幣26.6百萬元有所減少，主要由於先前年度已提列了充足的減值損失準備。

Depreciation of property, plant and equipment

Depreciation of property, plant and equipment decreased by 23.5% to RMB42.4 million for the year ended 31 December 2024 from RMB55.4 million in the corresponding period in 2023 primarily due to decrease in depreciation charges after provision of impairment loss in previously years for loss making stores. The reversal of impairment loss on property, plant and equipment (net) of approximately RMB0.5 million compared with provision of impairment loss of approximately RMB11.4 million in 2023 was due to adequate provision of impairment loss in prior years.

物業、廠房及設備折舊

截至二零二四年十二月三十一日止年度，物業、廠房及設備折舊由二零二三年同期約人民幣55.4百萬元下降23.5%至約人民幣42.4百萬元。主要由於先前年度對虧損門市提列減值損失後折舊費用減少。物業、廠房及設備減值損失沖回(淨額)約人民幣0.5百萬元，較二零二三年的物業、廠房及設備減值約人民幣11.4百萬元，主要由於先前年度已提列了充足的減值損失準備。

Impairment loss on loan receivables

No impairment loss on loan receivables this year as compared with approximately RMB36.4 million for the year ended 31 December 2023 which represented expected credit loss on loan receivables from financing services business.

應收貸款減值損失

截至二零二四年十二月三十一日止年度，集團沒有產生的應收貸款減值損失。截至二零二三年十二月三十一日止年度，集團產生的應收貸款減值損失約人民幣3,640萬元。主要由於一位主要客戶破產所致。

Other operating expenses

Other operating expenses increased by approximately RMB1.0 million, from RMB1.2 million in the corresponding period of 2023 to RMB2.2 million for the year ended 31 December 2024. This was mainly due to disposal of certain motor vehicle.

其他經營開支

截至二零二四年十二月三十一日止年度的其他經營開支約人民幣220萬元，較二零二三年同期約人民幣120萬元增加約人民幣100萬元，主要由於處置數輛汽車工具所致。

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

Finance costs

Finance costs, arising from the effect of adoption of HKFRS 16, from lease liabilities increased by approximately RMB1.7 million, from approximately RMB40.3 million for the year ended 31 December 2023 to approximately RMB42.0 million in the corresponding period of 2024, primarily due to full year interest on lease liabilities from Shajing shopping mall in current year. Finance costs arising from bank borrowings decreased by approximately RMB0.1 million, from approximately RMB6.5 million for the year ended 31 December 2023 to approximately RMB6.4 million in the corresponding period of 2024 due to the decrease in bank borrowings interest rate and principal balances.

Income tax expense/(credit)

Income tax expense amounted to approximately RMB0.5 million for the year ended 31 December 2024, compared with interest tax credit of approximately RMB3.7 million in the corresponding period of 2023, mainly due to decrease of taxable profit of subsidiaries during the year and change in policy in provision in deferred tax according to HKAS 12. The effective tax rate applicable to the Group for the year ended 31 December 2024 were 25% for general subsidiaries (15% for Guangxi subsidiary and subsidiary qualified as High and New Technology Enterprise). In addition, pursuant to the PRC Corporate Income Tax Law, the Group is liable to withholding taxes on dividends distributed by subsidiaries established in China. The applicable tax rate is 10%.

Loss attributable to Shareholders of the Company

As a result of the aforementioned, loss attributable to Shareholders amounted to approximately RMB55.7 million for the year ended 31 December 2024 as compared with loss of approximately RMB152.6 million in corresponding period of 2023.

LIQUIDITY AND FINANCIAL RESOURCES

As at 31 December 2024, the Group had cash and cash equivalents of approximately RMB25.1 million (31 December 2023: approximately RMB40.0 million), while the pledged bank deposit amounted to approximately RMB2.0 million (31 December 2023: RMB2.0 million). Total borrowings of the Group included bank loans of approximately RMB145.8 million as at 31 December 2024 (31 December 2023: RMB151.5 million).

財務成本

截至二零二四年十二月三十一日止年度，由於採用香港財務報告準則16而產生的租賃負債利息，由二零二三年同期約人民幣4,030萬元增加約人民幣170萬元，至本年約人民幣4,200萬元，主要由於沙井購物中心項目全年計提租賃利息所致。銀行借款產生的財務成本由截至二零二三年十二月三十一日止年度的約人民幣650萬元減少至二零二四年同期的約人民幣640萬元，減少約人民幣10萬元。由於本年銀行貸款利率及借款餘額減少所致。

所得稅開支／(抵免)

截至二零二四年十二月三十一日止年度的所得稅開支約人民幣50萬元，二零二三年同期產生所得稅抵免約人民幣370萬元，由於年內附屬公司之評稅利潤減少及根據香港會計準則第12號遞延稅項撥備政策變動所致。截至二零二四年十二月三十一日止年度，適用於本集團一般附屬公司的實際稅率為25%（廣西附屬公司及合資格高新科技企業之附屬公司稅率為15%）。此外，根據中國企業所得稅法，本集團須就於中國成立的附屬公司所分派的股息繳付預扣稅，適用稅率為10%。

本公司股東應佔虧損

基於上文所述，截至二零二四年十二月三十一日止年度股東應佔虧損約人民幣5,570萬元，較二零二三年同期虧損約人民幣1億5,260萬元有所減少。

流動資金及財務資源

於二零二四年十二月三十一日，本集團的銀行及現金結餘約人民幣25.1百萬元（二零二三年十二月三十一日：約人民幣40.0百萬元），而已抵押銀行存款約人民幣2百萬元（二零二三年十二月三十一日：人民幣2百萬元）。於二零二四年十二月三十一日，本集團借款總額包括銀行貸款約人民幣145.8百萬元（二零二三年十二月三十一日：人民幣151.5百萬元）。

Management Discussion and Analysis (Continued)

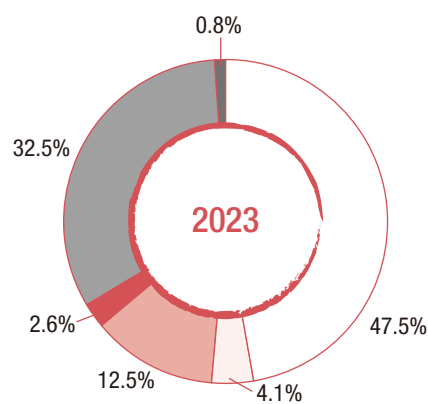
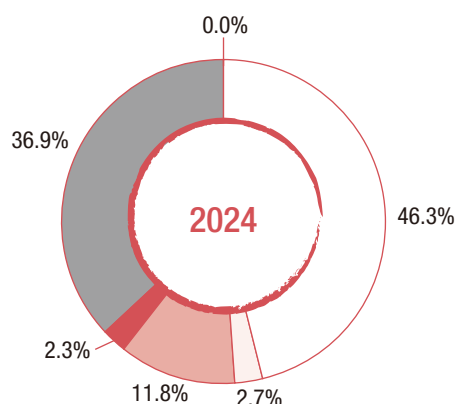
管理層討論及分析 (續)

As at 31 December 2024, the Group had net current liabilities of approximately RMB176.2 million, as compared to approximately RMB138.9 million as at 31 December 2023. As at 31 December 2024, the gearing ratio of the Group was negative as the Group's equity was in deficit position (31 December 2023: capital deficit), which was calculated on the basis of the net debt divided by total equity. Net debt was calculated as total borrowings (including current and non-current bank loans and lease liabilities) less total cash (including cash and cash equivalents and restricted bank deposit).

於二零二四年十二月三十一日，本集團的流動負債淨值約人民幣176.2百萬元，而於二零二三年十二月三十一日之金額則約人民幣138.9百萬元。於二零二四年十二月三十一日，本集團的負債比率為負數由於本集團之資本虧絀(二零二三年十二月三十一日：資本虧絀)。基礎計算以淨債務除以總資本。債務淨額的計算方法是藉款總額(包括流動和非流動銀行貸款和租賃負債)減去現金總額(包括現金和現金等價物以及受限制的銀行存款)。總資本計算為權益加債務淨額。

REVENUE – TURNOVER

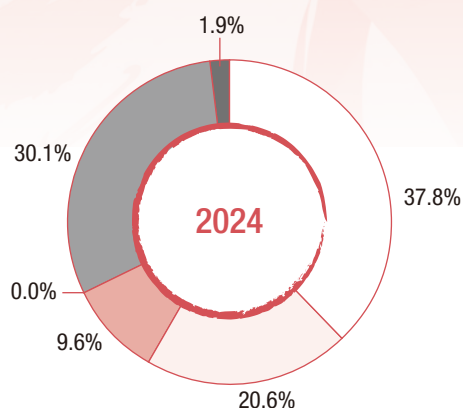
收入－營業額



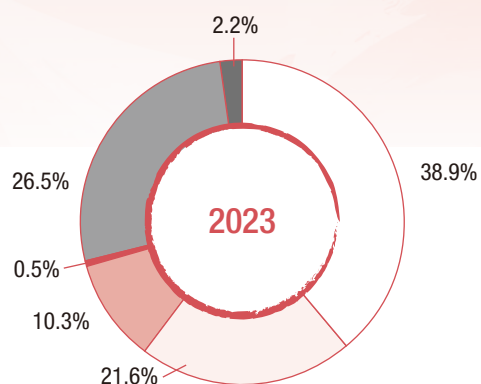
| | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|-----------------------------------|-----------------------------------|
| ○ Sales of goods | 175,592 | 168,206 |
| ○ Commissions from concessionaire sales | 10,320 | 14,543 |
| ● Rental income from sub-leasing of shop premises | 44,718 | 44,418 |
| ● Rental income from investment properties | 8,752 | 9,360 |
| ● Rental income from sub-leasing of shopping malls | 139,519 | 114,901 |
| ● Interest income from financing services | – | 2,538 |
| | 378,901 | 353,966 |

Management Discussion and Analysis (Continued)
管理層討論及分析 (續)

GROSS PROCEEDS



所得款項總額



| | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|-----------------------------------|-----------------------------------|
| ○ Sales of goods 銷售貨品 | 175,592 | 168,206 |
| ○ Concessionaire sales 專賣銷售 | 95,553 | 93,500 |
| ● Rental income from sub-leasing of shop premises 分租店舖物業的租金收入 | 44,718 | 44,418 |
| ● Interest income from financing services 來自金融服務之利息收入 | — | 2,538 |
| ● Rental income from sub-leasing of shopping malls 分租商場物業的租金收入 | 139,519 | 114,901 |
| ● Rental income from investment properties 投資物業的租金收入 | 8,752 | 9,360 |
| | 464,134 | 432,923 |

CORPORATE GOVERNANCE AND OTHER INFORMATION

Risk management

The activities of the Group expose to a variety of financial risks, including foreign exchange risk, credit risk, interest rate risk and liquidity risk.

(i) Foreign exchange risk

The Group has operation in the PRC so that the majority of the Group's revenue, expenses and cash flows are denominated in RMB. Assets and liabilities of the Group are mostly denominated in RMB or HK\$. Any significant exchange rate fluctuations of foreign currencies against RMB may have financial impact to the Group.

(ii) Credit risk

For the operation and management of retail stores and other related businesses, the Group has no significant concentration of credit risk. Most of the sales transactions were settled in cash basis or by credit card payment (or through online payment platforms). Credit risk on cash and bank balances is mitigated as cash is deposited in banks of high credit rating.

The Group's exposure to credit risk mainly arises from loan receivables from financing businesses. In respect of loan receivables, the Group's policy is that all customers who wish to obtain loans from the Group are subject to management review. The Group holds collaterals directly or indirectly to cover its risks associated with loan receivables.

The credit and investment policies have been followed by the Group since prior years and are considered to have been effective in limiting the Group's exposure to credit risk to a desirable level.

(iii) Interest rate risk

The Group's exposure to interest rate risk mainly arises on bank balances, borrowings, loan receivables and lease liabilities. The Group has not used any derivative contracts to hedge its exposure to interest rate risk. The Group has not formulated a policy to manage the interest rate risk.

(iv) Liquidity risk

The Group's policy is to maintain sufficient cash and bank balances and have available funding to meet its working capital requirements. The Group's liquidity is dependent upon the cash received from its customers. The directors of the Company are satisfied that the Group will be able to meet in full its financial obligations as and when they fall due in the foreseeable future.

企業管治及其他資料

風險管理

本集團業務承受各種財務風險，包括外匯風險、信貸風險、利率風險及流動性風險。

(i) 外匯風險

本集團於中國經營業務，故本集團大部分收入、開支及現金流量均以人民幣計值，而本集團大部分資產及負債均以人民幣或港元計值。外幣兌人民幣匯率的任何重大波動可能對本集團造成財務影響。

(ii) 信貸風險

就經營及管理零售店及其他相關業務而言，本集團的信貸風險並無出現重大集中情況。大部分銷售交易以現金或信用卡付款結算（或經網上付款平台）。現金及銀行結餘的信貸風險已因現金存於享有高度信貸評級的銀行而減低。

本集團面對的信貸風險主要來自借貸業務的應收貸款產生。就應收貸款而言，本集團的政策規定所有擬向本集團獲得貸款的客戶須經管理層審核。本集團直接或間接持有抵押物以涵蓋其與應收貸款有關的風險。

信貸及投資政策在過往年度一直由本集團沿用，有效地將本集團承擔之信貸風險限制在理想水平。

(iii) 利率風險

本集團面對的利率風險主要因銀行結餘、借款、應收借貸款項以及租賃負債產生。本集團並無採用任何衍生工具合約對沖其利率風險。本集團並無制定管理利率風險的政策。

(iv) 流動性風險

本集團的政策為維持充足現金及銀行結餘，並取得資金以配合其營運資金需要。本集團的流動資金依賴自其客戶收取的現金。本公司董事信納，本集團將能於可見未來全數履行其到期財務承擔。

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

The Group did not use any financial instrument for hedging purposes and the Group did not have any hedging instrument outstanding during the year ended 31 December 2024.

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

Employees and remuneration policy

For the year ended December 2024, the Group had 582 full time employees in average in the mainland China and Hong Kong. The Group continues to recruit high calibre individuals and provide continuing education and training for employees to help upgrading their skills and knowledge as well as developing team spirit on an on-going basis. During the year, total staff costs were approximately RMB70.0 million. Competitive remuneration packages are structured to commensurate with reference to individual responsibilities, qualification, experience and performance.

Contingent liabilities

As at 31 December 2024, the Group has no significant contingent liabilities.

Capital expenditure

For the year ended 31 December 2024, capital expenditures of the Group for property, plant and equipment and intangible assets amounted to approximately RMB31.8 million and RMB1.6 million respectively (2023: approximately RMB28.4 million and RMB3.0 million respectively).

Charges of assets

As at 31 December 2024, the carrying amount of investment properties amounted to approximately RMB212.5 million (2023: RMB230.8 million) was pledged as security for the Group's bank loans granted in relation to the Group's retail business.

截至二零二四年十二月三十一日止年度，本集團並無使用任何金融工具作對沖用途，且本集團並無任何未使用的對沖工具。

本集團的資金管理旨在保障本集團按持續經營基準繼續營運的能力，以為股東帶來回報，同時兼顧其他權益持有人的利益，並維持最佳的資本結構以減低資金成本。

僱員及薪酬政策

截至二零二四年十二月三十一日止年度，本集團於中港兩地聘有平均約582名全職僱員。本集團繼續招聘優秀人才，並為僱員提供持續教育與培訓，以不斷提高僱員的技術及知識，並培養團隊精神。年內，員工總成本約為人民幣70百萬元。本集團按個別僱員的職責、資歷、經驗及表現訂立具競爭力的薪酬待遇。

或然負債

於二零二四年十二月三十一日，本集團並無重大或然負債。

資本開支

截至二零二四年十二月三十一日止年度，本集團就物業、廠房及設備及無形資產的資本開支分別約為人民幣31.8百萬元及約人民幣1.6百萬元(二零二三年：約人民幣28.4百萬元及約人民幣3百萬元)。

資產抵押

於二零二四年十二月三十一日，賬面值為約人民幣212.5百萬元(二零二三年：人民幣230.8百萬元)投資物業已予抵押，以作為就本集團零售業務獲授之銀行貸款的抵押品。

Management Discussion and Analysis (Continued)

管理層討論及分析 (續)

Capital commitments

As at 31 December 2024, the Group had capital commitments contracted, but not provided for, amounting to approximately RMB0.3 million (2023: approximately RMB8.9 million).

Dividend policy

Under the Dividend Policy, the declaration, payment and amount of dividends will be subject to the discretion of the Board in accordance with the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) and the articles of association of the Company and will be dependent upon the Group's current and recent financial performance, cash flow position, working capital requirements and expenditure plan, restriction on distribution of dividends under the relevant laws, rules and regulations, and any other factors that the Board deems appropriate.

In determining any dividend amount for a particular year or interim period, the Board will also take into account, inter alia, the consolidated profit attributable to the owners of the Company for the year or period, dividend distributed during the year, and the retained profits available.

The Company will review the Dividend Policy periodically. There can be no assurance that dividends will be paid in any particular amount for any given period or at all.

資本承擔

於二零二四年十二月三十一日，本集團已訂約但未撥備的資本承擔約為人民幣0.3百萬元（二零二三年：約人民幣8.9百萬元）。

股息政策

根據該股息政策，股息的宣派、支付和金額將根據香港法例第622章《公司條例》及本公司章程由董事會酌情決定，並取決於本集團當年及近期財務業績、現金流狀況、資金需求及支出計劃、派付股息的相關法律法規限制及董事會可能認為適當的任何其他因素。

董事會在釐定某個年度或中期的任何股息金額之時，會考慮（其中包括）歸屬於本公司權益持有人應佔綜合利潤、年內已分派的股息以及可分派的保留利潤。

董事會將定期檢討該股息政策，不保證會在任何既定期間派發任何特定金額的股息，抑或不派發股息。

Management Discussion and Analysis (Continued)
管理層討論及分析 (續)

| Retail stores | 分店 | Commence operation on | Storey | Gross floor area (sq.m.) 建築面積 (平方米) | Average of daily transactions (Supermarket) 每日平均交易數目 (超市) | | Average of daily transactions (Department store) 每日平均交易數目 (百貨) | | Estimated no. of visitors per day 估計每日顧客數目 | |
|-----------------|-------|-----------------------|--------|--|--|-------|---|--------|---|--------|
| | | 開始經營時間 | 樓層 | | FY24 | FY23 | FY24 | FY23 | FY24 | FY23 |
| | | | | | 二零二四年 | 二零二三年 | 二零二四年 | 二零二三年 | 二零二四年 | 二零二三年 |
| Songgang | 松崗 | 1/1/2001 | 5 | 23,134 | 1,188 | 1,122 | 10,167 | 9,750 | 16,465 | 15,764 |
| Longhua | 龍華 | 1/11/2001 | 5 | 24,549 | 979 | 866 | 11,233 | 11,312 | 17,707 | 17,658 |
| Gongming | 公明 | 1/9/2002 | 4 | 21,843 | 1,497 | 1,463 | 8,524 | 7,936 | 14,530 | 13,629 |
| Shiyan | 石岩 | 1/1/2007 | 1 | 5,852 | 2,969 | 2,629 | 10,348 | 8,953 | 19,310 | 16,794 |
| Dashatian | 大沙田 | 1/1/2009 | 3 | 8,589 | 1,937 | 1,893 | 2,809 | 2,745 | 2,808 | 2,745 |
| Bantian | 坂田 | 1/12/2017 | 1 | 1,295 | 989 | 1,231 | 28,494 | 29,368 | 42,750 | 44,369 |
| Guanlan | 觀瀾 | 21/12/2019 | 1 | 2,992 | 1,993 | 1,762 | 19,562 | 18,996 | 31,255 | 30,099 |
| Shajing | 沙井 | 28/7/2023 | 1 | 4,314 | 2,276 | 776 | 28,515 | 12,080 | 44,647 | 18,641 |
| Jiangnan Times* | 江南時代* | 15/7/2024 | 1 | - | - | - | - | - | - | - |

| Retail stores | 分店 | Gross proceeds | | Gross proceeds per day | | Gross proceeds per operation area per day | | Average value per transaction | |
|-----------------|-------|----------------------------------|---------------|------------------------------------|---------------|---|---------------|-------------------------------|---------------|
| | | 所得款項總額 (RMB million) (人民幣百萬元) | | 每日所得款項總額 (RMB thousand) (人民幣千元) | | 每日經營面積所得款項總額 (RMB) (人民幣元) | | 每宗交易平均值 (RMB) (人民幣元) | |
| | | FY24 二零二四年 | FY23 二零二三年 | FY24 二零二四年 | FY23 二零二三年 | FY24 二零二四年 | FY23 二零二三年 | FY24 二零二四年 | FY23 二零二三年 |
| Songgang | 松崗 | 34.8 | 39.2 | 95.1 | 107 | 6.3 | 7.1 | 56.4 | 70.0 |
| Longhua | 龍華 | 28.6 | 28.5 | 78.1 | 78 | 4.9 | 4.9 | 37.8 | 48.6 |
| Gongming | 公明 | 45.7 | 48.1 | 124.9 | 132 | 7.8 | 8.2 | 69.0 | 78.5 |
| Shiyan | 石岩 | 78.9 | 80.5 | 215.6 | 221 | 44.2 | 45.2 | 74.3 | 87.3 |
| Dashatian | 大沙田 | 36.5 | 36.9 | 99.7 | 101 | 13.8 | 14.0 | 47.7 | 48.7 |
| Bantian | 坂田 | 13.3 | 20.6 | 36.3 | 56 | 28.1 | 43.6 | 39.1 | 55.7 |
| Guanlan | 觀瀾 | 36.7 | 37.4 | 100.3 | 102 | 33.5 | 34.2 | 51.6 | 49.3 |
| Shajing | 沙井 | 36.8 | 16.5 | 100.5 | 45 | 23.3 | 10.5 | 47.1 | 63.5 |
| Jiangnan Times* | 江南時代* | - | - | - | - | - | - | - | - |

Note:

The above-mentioned are unaudited figures and based on internal records.

* This store was opened this year and has been closed on 13 February 2025.

附註：

上述數字乃未經審核且根據內部記錄作出。

* 此分店於本年開業及已於二零二五年二月十三日關閉。

CORPORATE GOVERNANCE REPORT

企業管治報告

The Group fully acknowledges its obligations to its shareholders and investors. For the year ended 31 December 2024, the Company has been in strict compliance with the applicable legal and regulatory requirements of domestic or foreign securities regulatory authorities and has been devoted to improving the transparency of its corporate governance and the quality of information disclosure. The Group also attaches great importance on communication with its shareholders and strives to ensure the timeliness, completeness and accuracy of its information disclosure to its shareholders and investors and to the protection the interests of investors. The Board has strictly complied with the principles of corporate governance and is dedicated to improving the management quality of the Company and the standard of corporate governance continually in order to protect and enhance value for shareholders. To this end, the Company adopted the principles in the Corporate Governance Code (the "CG Code") set out in Appendix C1 of the Listing Rules with the aim of enhancing the quality of corporate governance of the Group. Such adoption was reflected in the Company's Articles of Association, internal rules and regulations and the corporate governance implementation practices.

The Board is of the view that the Company has complied with the code provisions set out in the Corporate Governance Code for the year ended 31 December 2024 as contained in Appendix C1 of the Listing Rules, except for the following deviations:

Code provision F.2.2 of the Code requires that the chairman of the board should attend the annual general meeting. Mr. Zhuang Lu Kun, the Chairman of the Board was unable to attend the annual general meeting of the Company held on 11 June 2024 due to his other business engagements.

本集團深明對股東及投資者的責任。截至二零二四年十二月三十一日止年度，本公司一直嚴格遵守國內或海外證券監管機關的適用法例及監管規定，並致力改善其企業管治的透明度及資料披露的質量。本集團亦重視與股東的溝通，並致力確保能適時向股東及投資者披露完整準確的資料及保障投資者利益。董事會嚴格恪守企業管治原則，並持續致力改善本公司管理質量及企業管治水平，以保障及提升股東價值。就此，本公司已採納上市規則附錄C1所載企業管治守則（「企業管治守則」）的原則，務求提升本集團企業管治水平。採納該等原則已於本公司組織章程細則、內部規則及規例以及企業管治實施常規反映。

董事會認為，除下列偏離外，本公司已於截至二零二四年十二月三十一日止年度遵守上市規則附錄C1所載的企業管治守則的守則條文：

根據守則下之守則條文F.2.2條，董事會主席應出席本公司之股東週年大會。由於董事會主席莊陸坤先生公務繁忙，故未能出席本公司於二零二四年六月十一日舉行的股東週年大會。

BOARD

The Board consists of eight Directors, of whom three are executive Directors including the chairman of the Board, one is Non-executive Director, and four of whom are Independent Non-executive Directors. Profiles and particulars of the chairman of the Company and other Directors are set out under the section headed “Biography of Directors and Senior Management”. The term of service of each executive Director, Non-executive Director and Independent Non-executive Director is three years, two years and two years respectively. Corresponding to the term of service, all executive Directors have entered into service contracts, which are valid for a term of three years (two years for Non-executive Director and Independent Non-executive Directors) and renewable subject to the applicable laws. The names of Directors referred herein are members of the eighteenth session of the Board. The principal responsibilities of the Board include:

- to formulate overall strategies, monitor operating and financial performance and determine proper policies to manage risks exposures arising in the course of achieving the Group’s strategic goals;
- to oversee and review the Company’s internal control system;
- to be ultimately responsible for the preparation of financial statements of the Company and to assess the Company’s performance, financial position and prospects in a balanced, clear and comprehensible way in respect of the interim and annual reports of the Company, other price-sensitive announcements and disclosure of financial information pursuant to the Listing Rules, reports submitted to the regulatory authorities and information disclosure pursuant to legal requirements;
- the executive Directors/management in charge of various aspects of the operations of the Company are responsible for the management of daily operations of the Company. The Board is responsible for setting and handling policies, financial and formulating affairs affecting the overall strategy of the Company, including financial statements, dividends policy, material changes to accounting policies, annual operating budget, material contracts, key finance arrangements, major investments and risk management policies;
- the management has received clear guidelines and instructions in respect of their authorities, especially under all circumstances to report to the Board and to seek Board’s approval prior to making any decision or entering into any commitment on behalf of the Company; and
- 制定整體策略、監控經營及財務表現以及釐定適當政策以管理本集團達致其策略目標過程中產生的風險；
- 監督及檢討本公司內部監控制度；
- 最終負責編製本公司財務報表及妥善清晰且全面地審閱本公司中期報告及年報、其他股價敏感公佈及根據上市規則作出的財務資料披露、呈交監管機關的報告及根據法例規定披露的資料，評估本公司表現、財務狀況及前景；
- 負責本公司業務不同範疇的執行董事／管理人員負責管理本公司日常營運。董事會負責制定及處理影響本公司整體策略的政策、財務及制定事宜，包括財務報表、股息政策、會計政策的重大改動、年度經營預算、重大合約、主要財務安排、重大投資及風險管理政策；
- 管理人員已接獲有關彼等職權的清晰指引及指示，尤其是於所有情況下向董事會報告，及代表本公司作出任何決定或訂立任何承擔前徵求董事會批准；及

董事會

董事會由八名董事組成，其中三名為執行董事（包括董事會主席），一名為非執行董事，另外四名為獨立非執行董事。本公司主席及其他董事的履歷及詳情載於「董事及高層管理人員簡歷」一節。各執行董事，非執行董事及獨立非執行董事的任期分別為三年，兩年及兩年。全體執行董事已因應有關服務年期訂立服務合約，有效期為三年（非執行董事及獨立非執行董事為兩年），並可根據適用法律重續。本年報所引述董事姓名為第十八屆董事會董事。董事會的主要職責包括：

Corporate Governance Report (Continued)

企業管治報告 (續)

BOARD (Continued)

- to review the responsibilities and authorities delegated to the executive Directors/management on a regular basis and to ensure such arrangements are appropriate.

The members of the Board fully acknowledge their own duties and obligations in treating all shareholders on an equal basis and protecting the interests of all investors. The Company ensures that documents and information relating to the businesses of the Group are provided to Board members on a timely basis. The Independent Non-executive Directors perform their duties in compliance with relevant laws and regulations and safeguard the interests of the Company and its shareholders as a whole. The Company has received confirmation letters from each of the Independent Non-Executive Director in respect of their independence pursuant to Rule 3.13 of the Listing Rules.

Under the Articles of Association of the Company, at least one-third of the Directors shall retire by rotation at the annual general meeting and all newly appointed Directors will have to retire at the next annual general meeting. The retiring Directors are eligible to offer themselves for re-election.

Directors' and Officers' Liabilities

The Company has arranged for appropriate insurance coverage in respect of legal action against the Directors and officers against losses or liabilities sustained or incurred from execution of their duties. The insurance coverage is reviewed on an annual basis or any intervals as deemed appropriate by the Board.

Corporate Governance Functions

The Board is responsible for performing the functions set out in the Appendix C1 of the Listing Rules.

During the year under review, the Board met periodically to review the Company's corporate governance policies and practices, training and continuous professional development of directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and Written Employee Guidelines, and the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

董事會 (續)

- 定期檢討授權執行董事／管理人員處理的職責及職權，並確保該等安排恰當。

董事會成員完全明白彼等按平等基準對待全體股東及保障所有投資者利益的責任及義務。本公司確保按時向董事會成員提供有關本集團業務的文件及資料。獨立非執行董事遵照相關法律及規例執行彼等的職務，且保障本公司及股東整體利益。本公司已接獲各獨立非執行董事根據上市規則第3.13條就彼等的獨立身分發出的確認書。

根據本公司組織章程細則，股東週年大會上最少三分之一董事須輪值告退，而所有新委任董事均須於下屆股東週年大會告退。退任董事合資格應選連任。

董事及高級職員的責任

本公司已就董事及高級職員履行職責時遭受或招致的損失或責任而面對的法律行動安排適當保險。投保範圍乃每年或董事會認為適當的任何時候進行檢討。

企業管治職能

董事會負責履行上市規則附錄C1所載的職能。

於回顧年內，董事會定期舉行會議，審閱本公司的企業管治政策及常規、董事及高級管理層的培訓及持續職業發展、本公司在遵守法律及監管規定方面的政策及常規、遵守標準守則及僱員書面指引的情況及本公司遵守守則的情況以及於本企業管治報告內的披露。

BOARD (Continued)

Board Independence

All INEDs have their respective terms of appointment coming to an end normally two years after their appointment to the Board or their last re-election as Directors. The re-election of any INEDs who has served on the Board for more than nine years is subject to (1) a separate resolution to be approved by the Shareholders; and (2) further information to be set out in the circular to Shareholders stating why the Board or the nomination committee believes that the relevant INED is still independent and should be re-elected.

Given the strong independent element on the board composition, independent views and inputs are always available to the Board no matter through formal or informal channels. The Chairman promotes a culture of openness and constructive relations between INEDs and other Directors to facilitate effective contribution of INEDs for independent views and inputs. The Chairman also holds separate meetings with INEDs without the presence of other Directors at least annually. Independent professional advice is sought when necessary or as required by Directors.

During the year, the Nomination Committee has reviewed the board composition and is satisfied with the independence of the Board.

Independent Views and Input

In order to ensure independent views and input are available to the Board, the Board has developed the following mechanisms, including but not limited to:

- (i) at least one-third of Board members are Independent Non-executive Directors;
- (ii) every Independent Non-executive Director is appointed for a specific term and subject to retirement by rotation at least once every three years;
- (iii) Independent Non-executive Directors possess professional knowledge and broad experience;
- (iv) no Independent Non-executive Director holds more than six listed company directorships to make sure that each of Independent Non-executive Directors has sufficient time to make contributions to the Board;
- (v) every Independent Non-executive Director has made an annual confirmation of his independence to the Company; and
- (vi) the Board, each of its Committees or every Director is able to seek professional advice in appropriate circumstances at the Company's expenses.

The implementation and effectiveness of relevant mechanisms have been reviewed by the Board during the Period and will be reviewed annually.

董事會(續)

董事會獨立性

全部獨立非執行董事的任期一般在獲委任為董事或最後一次獲重選為董事起計兩年後屆滿。任何在任超過九年的獨立非執行董事之重選須(1)以單獨的決議案由股東審議通過；及(2)在致股東通函中說明董事會或提名委員會為何認為相關獨立非執行董事仍屬獨立人士及應獲重選的進一步資料。

由於董事會組成中有強大的獨立元素，無論通過正式還是非正式渠道，董事會總可以獲得獨立的觀點和意見。主席提倡獨立非執行董事與其他董事之間的開明文化和建設性關係，以促進獨立非執行董事提出切實的獨立觀點和意見。主席亦至少每年另外與獨立非執行董事舉行沒有其他董事出席的會議。必要時或如董事要求會尋求獨立專業意見。

年內提名委員會檢討了董事會的組成，並對董事會的獨立性表示信納。

獨立觀點及意見

為確保董事會可獲得獨立觀點及意見，董事會已建立以下機制，包括但不限於：

- (i) 至少三分之一董事會成員為獨立非執行董事；
- (ii) 每名獨立非執行董事按特定年期獲委任，並須至少每三年輪值告退一次；
- (iii) 獨立非執行董事具備專業知識及豐富經驗；
- (iv) 概無獨立非執行董事於超過六間上市公司擔任董事職務，以確保每名獨立非執行董事有充足時間為董事會作出貢獻；
- (v) 每名獨立非執行董事已就其獨立性向本公司提交年度確認書；及
- (vi) 董事會、其每個委員會或每名董事可於適當情況下徵求專業意見，有關費用由本公司支付。

董事會已於期內檢討相關機制的推行及有效性，並將每年檢討。

BOARD DIVERSITY POLICY

The Board has adopted a board diversity policy with effect from 2 July 2014 and discussed all measurable objectives set for implementing the policy. The Company recognises and embraces the benefits of having a diverse Board with a view to enhancing its effectiveness and achieving a high standard of corporate governance. It endeavours to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, experience (professional or otherwise), talents, skills, knowledge, length of service and other qualities of Directors. The ultimate decision of all Board appointments should be based on meritocracy and the likely contributions that the selected candidates will bring to the Board. The Nomination Committee has reviewed such board diversity policy in the year.

Continuous Professional Development

The individual training confirmation of each director received for the year ended 31 December 2024 is summarized below:

董事會多元化政策

董事會自二零一四年七月二日起採納多元化政策以及討論就實施該政策所制定之所有可量度目標。本公司確認及信奉董事會成員多元化利益。其致力於確保董事會於技巧、經驗及多樣化方面達致平衡，以切合本公司之業務要求。候選人選舉將基於多樣化範圍，包括但不限於性別、年齡、文化及教育背景、經驗(專業或其他)、能力、技能、知識、服務時間以及其他董事所需的資質。最終決定將基於所選定候選人的能力以及可能將為董事會帶來的益處及貢獻。提名委員會於本年度內回顧了此多元化政策。

持續專業發展

本公司已收到每位董事於截至二零二四年十二月三十一日止年度之培訓確認函，其概括如下：

| Directors | 董事 | Reading materials | Attending seminar(s) relevant to business or directors' duties and responsibilities 出席與業務或董事職責相關之研討會 |
|--|----------------|-------------------|---|
| Executive Directors | 執行董事 | | |
| Mr. Zhuang Lu Kun | 莊陸坤先生 | ✓ | ✓ |
| Mr. Zhuang Pei Zhong | 莊沛忠先生 | ✓ | ✓ |
| Mr. Zhuang Xiao Xiong | 莊小雄先生 | ✓ | ✓ |
| Non-executive Director | 非執行董事 | | |
| Madam Yan Xiao Min | 閻小民女士 | ✓ | ✓ |
| Independent Non-Executive Directors | 獨立非執行董事 | | |
| Mr. Chin Kam Cheung | 錢錦祥先生 | ✓ | ✓ |
| Mr. Sun Ju Yi | 孫聚義先生 | ✓ | ✓ |
| Mr. Ai Ji | 艾及先生 | ✓ | ✓ |
| Madam Ying Chi Kwan | 邢紫君女士 | ✓ | ✓ |

Corporate Governance Report (Continued)

企業管治報告 (續)

COMMITTEES

The monitoring and assessment of certain governance matters are allocated to three committees which operate under written terms of reference. The composition of the committees up to the date of this report is set out in the table below:

委員會

若干管治事宜的監察及評估工作分配由三個已訂有書面職權範圍的委員會執行。截至本申報日為止該等委員會的成員如下：

| Directors | 董事 | Audit Committee 審核委員會 | Remuneration Committee 薪酬委員會 | Nomination Committee 提名委員會 |
|--|---------------------|--------------------------|---------------------------------|-------------------------------|
| Executive Directors | 執行董事 | | | |
| Mr. Zhuang Lu Kun (<i>Chairman</i>) | 莊陸坤先生(<i>董事長</i>) | — | — | — |
| Mr. Zhuang Pei Zhong | 莊沛忠先生 | — | Member 成員 | — |
| Mr. Zhuang Xiao Xiong | 莊小雄先生 | — | — | — |
| Non-executive Director | 非執行董事 | | | |
| Madam Yan Xiao Min | 閻小民女士 | — | — | — |
| Independent Non-executive Directors | 獨立非執行董事 | | | |
| Mr. Chin Kam Cheung | 錢錦祥先生 | Chairman 主席 | Member 成員 | Member 成員 |
| Mr. Sun Ju Yi | 孫聚義先生 | Member 成員 | Chairman 主席 | Member 成員 |
| Mr. Ai Ji | 艾及先生 | Member 成員 | Member 成員 | Chairman 主席 |
| Madam Ying Chi Kwan | 邢紫君女士 | Member 成員 | Member 成員 | Member 成員 |

AUDIT COMMITTEE

The Company has established an audit committee on 30 April 2007 with written terms of reference in compliance with the Listing Rules. The audit committee comprises the four Independent Non-executive Directors who together have substantial experience in the fields of accounting, business, legal, corporate governance and regulatory affairs. The audit committee is responsible for reviewing the accounting principles and practices adopted by the Company as well as substantial exceptional items, internal controls and financial reporting matters, which included a review on the audited annual results for the year ended 31 December 2024.

審核委員會

本公司已於二零零七年四月三十日遵照上市規則成立審核委員會，並書面訂明載有其權責的職權範圍。審核委員會成員包括四名獨立非執行董事，彼等具備會計、商業、法律、企業管治及監管事宜的豐富經驗。審核委員會負責檢討本公司所採納會計原則及慣例，以及重大特殊項目、內部監控及財務申報事宜，包括審閱截至二零二四年十二月三十一日止年度經審核全年業績。

In addition, the audit committee also monitors the appointment of the Company's external independent auditor.

此外，審核委員會亦負責監察本公司委聘外聘獨立核數師的事宜。

REMUNERATION COMMITTEE

The Company has established a remuneration committee on 30 April 2007 with written terms of reference in compliance with the Listing Rules. The remuneration committee comprises the four Independent Non-executive Directors and one Executive Director. The primary duties of the remuneration committee are to review and determine the terms of remuneration packages, bonuses and other compensation payable to Directors and senior management. In addition, it has responsibility for reviewing and making appropriate recommendations to the Board on the remuneration policy and structure of all the Directors and senior management.

NOMINATION COMMITTEE

The Company has established a nomination committee on 30 April 2007 with written terms of reference in compliance with the Listing Rules. The nomination committee comprises the four Independent Non-executive Directors. The nomination committee is mainly responsible for making recommendations to the Board on appointment of Directors and management of Board succession. The responsibilities of the nomination committee are to determine the criteria for identifying candidates suitably qualified and reviewing nominations for the appointment of Directors to the Board.

The duties of the Nomination Committee are mainly to (i) review the Board composition, develop and formulate relevant procedures for the nomination and appointment of directors; (ii) make recommendations to the Board on the appointment and succession planning of directors; and (iii) assess the independence of independent non-executive directors.

The Company also recognises and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in maintaining the Company's competitive advantage. The Company believes that greater diversity of directors is good for corporate governance and is committed to attract and retain candidate(s) for Board with a combination of competencies from the widest possible pool of available talents; and to assess regularly the diversity profile of the Board and, where applicable, senior management prepared for Board positions under the succession planning of the Company and the progress on achieving diversity objectives, if any.

In assessing the Board composition, the Nomination Committee would take into account various aspects set out in the Board diversity policy, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge and industry and regional experience. The Nomination Committee would discuss and agree on measurable objectives for achieving diversity on the Board, where necessary, and recommend them to the Board for adoption.

薪酬委員會

本公司已於二零零七年四月三十日遵照上市規則成立薪酬委員會，並書面訂明載有其權責的職權範圍。薪酬委員會成員包括四名獨立非執行董事及一名執行董事。薪酬委員會的主要職責為檢討及釐定向董事及高級管理人員支付的薪酬待遇、花紅及其他報酬的條款。此外，薪酬委員會亦負責檢討全體董事及高級管理人員的薪酬政策及結構，並就此向董事會作出恰當建議。

提名委員會

本公司已於二零零七年四月三十日遵照上市規則成立提名委員會，並書面訂明載有其權責的職權範圍。提名委員會成員包括四名獨立非執行董事。提名委員會主要負責就委任董事及管理董事會的繼任事宜向董事會作出建議。提名委員會負責釐定物色具適當資格人選的準則，並考慮提名加入董事會的董事人選。

提名委員會的職務主要為(i)檢討董事會的組成，以及發展及製訂提名及委任董事的相關程式；(ii)就董事委任及董事繼任計劃向董事會提出建議；及(iii)評核獨立非執行董事的獨立性。

本公司亦認同及深明多元化董事會所帶來的裨益，並認為提升董事會層面的多元化程度，是維持本公司競爭優勢不可或缺的一環。本公司相信，董事會趨向多元化有利於企業管治，並致力於廣泛的人才庫中招攬及留聘各具才能的候選人以組成董事會，以及定期評估董事會的多元化情況，同時在本公司繼任計劃下準備獲擢升至董事職位的高級管理層(如適用)，以及實現多元化目標的進展(如有)。

在評估董事會組成時，提名委員會將會考慮董事會多元化政策載列的各個方面，包括但不限於性別、年齡、文化及教育背景、專業資格、技能、知識和行業及地區經驗。提名委員會將會討論及協定達致董事會多元化的可計量目標(如需要)並將該等目標推薦予董事會供採納。

NOMINATION COMMITTEE (Continued)

During the year, in response to the amendment to the CG Code effective on 1 January 2019, the Company has also adopted the Director Nomination Policy. Such policy sets out the factors for assessing the suitability and the potential contribution to the Board of a proposed candidate, including but not limited to the followings: character and integrity; qualifications including professional qualifications, skills, knowledge and experience that are relevant to the Company's business and corporate strategy; diversity in all aspects, including but not limited to gender, age (18 years old or above), cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service; requirements of independent non-executive directors on the Board and independence of the proposed independent non-executive directors in accordance with the Listing Rules; and commitment in respect of available time and relevant interest to discharge duties as a member of the Board and/or Board committee(s) of the Company.

The Director Nomination Policy also sets out the procedures for the selection and appointment of new directors and re-election of directors at general meetings. The Nomination Committee will review the Director Nomination Policy, as appropriate, to ensure its effectiveness.

Attendance record of the Directors (including attendance by proxy) is as follows:

提名委員會 (續)

年內，為回應二零一九年一月一日生效的《企業管治守則》修正案，公司還制定了董事提名政策。該等政策載列評估建議候選人對董事會是否適合及潛在貢獻的因素，包括但不限於以下各項：性格及誠信；與本公司業務及企業戰略相關的專業資格、技能、知識及經驗等資歷；於各方面多元化，包括但不限於性別、年齡(18歲或以上)、文化及教育背景、種族、專業經驗、技能、知識及任期；獨立非執行董事根據上市規則於董事會的規定及建議獨立非執行董事的獨立性；以及為履行作為本公司董事會及／或董事委員會成員的職責可投放時間及相關利益的承諾。

董事提名政策亦載列甄選及委任新董事以及於股東大會上重選股事的程序。提名委員會將審閱董事提名政策(如適用)，以確保其行之有效。

董事(包括委派代表出席者)的出席記錄如下：

| | | Attendance/Number of meetings 出席次數／會議次數 | | | | |
|--|----------------|--|---|--|--|---------------|
| | | Board meetings 董事會 | Audit committee meetings 審核委員會 | Remuneration committee meetings 薪酬委員會 | Nomination committee meetings 提名委員會 | AGM 股東週年大會 |
| Executive Directors | 執行董事 | | | | | |
| Mr. Zhuang Lu Kun | 莊陸坤先生 | 4/4 | N/A 不適用 | N/A 不適用 | N/A 不適用 | 0/1 |
| Mr. Zhuang Pei Zhong | 莊沛忠先生 | 3/4 | N/A 不適用 | 0/0 | N/A 不適用 | 1/1 |
| Mr. Zhuang Xiao Xiong | 莊小雄先生 | 3/4 | N/A 不適用 | N/A 不適用 | N/A 不適用 | 0/1 |
| Non-executive Director | 非執行董事 | | | | | |
| Madam Yan Xiao Min | 閻小民女士 | 2/4 | N/A 不適用 | N/A 不適用 | N/A 不適用 | N/A 不適用 |
| Independent Non-Executive Directors | 獨立非執行董事 | | | | | |
| Mr. Chin Kam Cheung | 錢錦祥先生 | 3/4 | 3/3 | 0/0 | 0/0 | 1/1 |
| Mr. Sun Ju Yi | 孫聚義先生 | 3/4 | 2/3 | 0/0 | 0/0 | 1/1 |
| Mr. Ai Ji | 艾及先生 | 3/4 | 3/3 | 0/0 | 0/0 | 0/1 |
| Madam Ying Chi Kwan | 邢紫君女士 | 3/4 | 3/3 | 0/0 | 0/0 | 1/1 |

COMPANY SECRETARY

The company secretary of the Company, Mr. Ho Yuet Lee, Leo, is a full time employee of the Company. During the year, he has taken no less than 15 hours of relevant professional training.

公司秘書

本公司的公司秘書，何悅利先生，是本公司之全職僱員。於年內，彼參加了不少於十五小時的相關職業培訓。

DIRECTORS' AND AUDITOR'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Directors hereby confirm their responsibilities for preparing the financial statements of the Company. The Directors confirm that the preparation of the financial statements of the Company complied with the relevant laws and accounting standards and that the Company would publish the financial statements of the Company at the appropriate time. The responsibilities of external independent auditor to the shareholders are set out on pages 70 to 72.

董事及核數師對財務報表的責任

董事謹此確認彼等編製本公司財務報表的責任。董事確認，本公司財務報表的編製符合相關法律及會計準則，且本公司將於適當時候刊發本公司財務報表。外聘獨立核數師對股東的責任載於第70至72頁。

COMPLIANCE WITH MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS IN APPENDIX C3 OF THE LISTING RULES

The Company adopted the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 of the Listing Rules as its code of conduct for securities transactions of the Directors of the Company. After specific enquiries to the Directors, the Board is pleased to confirm that all the Directors have fully complied with the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules during the year under review.

遵守上市規則附錄C3上市發行人董事進行證券交易的標準守則

本公司已採納上市規則附錄C3所載上市發行人董事進行證券交易的標準守則，作為本公司董事進行證券交易的行為守則。經向董事作出特定查詢後，董事會欣然確認，全體董事於回顧年內均一直遵守上市規則附錄C3所載上市發行人董事進行證券交易的標準守則。

REMUNERATION OF AUDITOR

For the year ended 31 December 2024, the remuneration paid/payable to BDO Limited, the external independent auditor of the Company, is set out as follows:

核數師酬金

截至二零二四年十二月三十一日止年度，本公司已付／應付外部獨立核數師立信德豪會計師事務所有限公司之酬金載列如下：

Type of services provided by the external independent auditor

外部獨立核數師提供之服務種類

| | | Fee 酬金 RMB'000 人民幣千元 |
|-----------------------|--------|-------------------------------|
| Annual audit services | 年度審計服務 | 888 |
| Non-audit services | 非審計服務 | 150 |

RISK MANAGEMENT AND INTERNAL CONTROLS

The main features of the risk management and internal control systems of the Group are to provide a clear governance structure, policies and procedures, as well as reporting mechanism to facilitate the Group to manage its risks across business operations.

The Group has established a risk management framework, which consists of the Board, the Audit Committee and the senior management of the Group ("Senior Management"). The Board determines the nature and extent of risks that shall be taken in achieving the Group's strategic objectives, and has the overall responsibility for monitoring the design, implementation and the overall effectiveness of risk management and internal control systems. The Board, through the Audit Committee, conducts reviews of the effectiveness of such systems at least annually, covering all material controls including financial, operational and compliance controls.

The Group has formulated and adopted Risk Management Policy in providing directions in identifying, evaluating and managing significant risks. At least on an annual basis, the Senior Management identifies risks that would adversely affect the achievement of the Group's objectives, and assesses and prioritizes the identified risks according to a set of standard criteria. Risk mitigation plans and risk owners are then established for those risks considered to be significant.

In addition, the Group has its risk management and internal control department to assist the Board and the Audit Committee in ongoing monitoring of the risk management and internal control systems of the Group and in performing the internal audit functions for the Group during the year. Deficiencies in the design and implementation of internal controls are identified and recommendations are proposed for improvement. Significant internal control deficiencies are reported to the Audit Committee and the Board on a timely basis to ensure prompt remediation actions are taken.

The Board, through the Audit Committee, had performed annual review on the effectiveness of the Group's risk management and internal control systems, including but not limited to the Group's ability to cope with its business transformation and changing external environment; the scope and quality of management's review on risk management and internal control systems; result of internal audit work; the extent and frequency of communication with the Board in relation to result of risk and internal control review; significant failures or weaknesses identified and their related implications; and status of compliance with the Listing Rules. The Board considers the Group's risk management and internal control systems were effective during the year.

風險管理及內部監控

本集團的風險管理程序及內部監控系統的主要特點是以清晰的治理架構、政策及程序以及彙報機制，協助本集團管理各業務範疇的風險。

本集團已制定風險管理組織框架，由本集團董事局、審核委員會及高級管理層（「高級管理層」）組成。董事局釐定就達成本集團策略目標應承擔的風險性質及程度，並負責風險管理及內部監控系統的設計、實施及整體有效性。董事局透過審核委員會至少每年一次檢討有關系統的有效性，範圍涵蓋所有重大控制措施，包括財務、營運及合規控制措施。

本集團亦已制定及採納風險管理政策，提供識別、評估及管理重大風險的指示。高級管理層至少每年一次識別對實現本集團目標造成不利影響的風險，並根據一套標準準則評估及排列所識別風險的優先次序，從而對主要風險制定風險緩解計劃及指定風險負責人。

此外，年內本集團以其風險管理及內部控制部門協助董事局及審核委員會持續監督本集團的風險管理及內部監控系統以及履行本集團的內部審計職能，識別內部控制設計及實施的不足之處並推薦改進建議。重大內部監控缺失會及時向審核委員會及董事局彙報，以確保採取補救行動。

董事局已透過審核委員會就本集團的風險管理及內部監控系統是否有效進行年度檢討，包括但不限於本集團應付其業務轉型及不斷轉變的外在環境的能力、管理層檢討風險管理及內部監控系統的工作範疇及素質、內部審計工作結果、就風險及內部監控檢討結果與董事局通訊的詳盡程度及次數、已識別的重大監控失誤或弱項以及有關影響，以及就上市規則的合規情況。董事局認為本年度本集團的風險管理及內部監控系統有效。

RISK MANAGEMENT AND INTERNAL CONTROLS (Continued)

The risk management and internal control systems of the Group are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

PROCEDURES AND INTERNAL CONTROLS FOR THE HANDLING AND DISSEMINATION OF INSIDE INFORMATION

The Group complies with requirements of Securities and Futures Ordinance (“SFO”) and the Listing Rules. The Group discloses inside information to the public as soon as reasonably practicable unless the information falls within any of the safe harbours as provided in the SFO. Before the information is fully disclosed to the public, the Group ensures the information is kept strictly confidential. If the Group believes that the necessary degree of confidentiality cannot be maintained or that confidentiality may have been breached, the Group would immediately disclose the information to the public. The Group is committed to ensure that information contained in announcements or circulars are not false or misleading as to a material fact, or false or misleading through the omission of a material fact in view of presenting information in a clear and balanced way, which requires equal disclosure of both positive and negative facts.

ORGANISATIONAL STRUCTURE

The Group has established an organizational structure, which sets out the relevant operating policies and procedures, duties and authorizations.

AUTHORIZATIONS AND CONTROLS

Executive directors and senior management have been delegated the relevant authorizations in respect of corporate strategies, policies and contracting liabilities. Budget controls and financial reporting systems are formulated by relevant departments and are subject to review by directors in charge. The Group has formulated relevant procedures to assess, review and approve significant capital and recurrent expenses, while operating results will be compared against the budgets and reported to executive directors on a regular basis.

TRAINING ON INTERNAL CONTROLS

Directors and senior managements participate in internal control training programmes provided by the Group, which are designed to equip them with proper and full knowledge on internal controls, and provide guidance to them to apply internal control systems on a consistent basis.

風險管理及內部監控 (續)

本集團風險管理及內部監控系統旨在管理而非消除未能達成業務目標的風險，且僅可就重大的失實陳述或損失作出合理而非絕對的保證。

處理及發放內幕消息的程序和內部監控措施

本集團遵循證券及期貨條例(「證券及期貨條例」)和上市規則的規定。本集團在合理切實可行的情況下，會儘快向公眾披露內幕消息，除非有關消息屬證券及期貨條例所規定屬於任何安全港範圍內。本集團在向公眾全面披露有關消息前，會確保該消息絕對保密。若本集團認為無法保持所需的機密性，或該消息可能已外泄，會即時向公眾披露該消息。本集團致力確保公告或通函中所載的資料就重大事實而言並不屬虛假或具誤導性，或並不因遺漏重大事實而屬虛假或具誤導性，以清晰及平均呈列資料，此需要作出正面及負面事實相等程度的披露。

組織架構

本集團已成立組織架構，載列相關經營政策及程序、職責及職權。

授權及控制

執行董事及高級管理人員獲授權處理有關企業策略、政策及合約責任的職權。預算控制及財務申報制度由相關部門制定，並須經負責董事審閱。本集團已制定相關程序，以評估、審閱及批准重大資本及經常性開支，而經營業績將與預算比較及定期向執行董事報告。

內部監控培訓

董事及高級管理人員參與由本集團提供的內部監控培訓計劃，計劃專為裝備彼等有關適當及全面的內部監控知識而設，並持續為彼等提供內部監控制度應用指引。

ACCOUNTING SYSTEM MANAGEMENT

The Group has put in place a comprehensive accounting management system, so as to provide the management with indicators to evaluate its financial and operating performance and financial information for reporting and disclosure purposes. Any deviation from expectation will be analysed and explained, and appropriate steps will be carried out to address issues where necessary. The Group has set up appropriate internal control procedures to ensure full, proper and timely record of accounting and management information, which will be reviewed and inspected on a regular basis to ensure the financial statements are prepared in accordance with generally accepted accounting principles, accounting policies of the Group and applicable laws and regulations.

CONTINUING OPERATION

During the year, there are no uncertain events or conditions that may materially affect the continuing operation of Group on a going concern.

INVESTOR RELATIONS

The Company reports to the shareholders regarding corporate information of the Group on a timely and accurate basis. Printed copies of the 2024 interim report have been sent to all shareholders. The Company places great emphasis on communication with shareholders and investors of the Company and improving the Company's transparency of information disclosure. As such, designated officers are assigned to handle relations with investors and analysts. The Company made disclosures in a faithful, true, accurate, complete and timely manner in strict accordance with the applicable laws and regulations, Articles of Association and Listing Rules. At the same time, the Company places great importance in collecting and analyzing various comments and recommendations of analysts and investors on the Company's operations, which would be compiled into reports regularly and adopted selectively in its operations. The Company has set up a website, allowing investors to access updates on the Company's particulars, statutory announcements, management and recent operating affairs. All published annual reports, interim reports, circulars and announcements since the date of Listing are and will be included in the "Investors Relations" section of the website. The Company persistently adheres to its disclosure principle of honesty and integrity and actively initiates communications with various parties.

會計系統管理

本集團設有完善會計管理系統，為管理層提供指標以評估其財務及經營表現以及財務資料作申報及披露。任何與預期的偏差將作分析及詮釋，並將於需要情況下採取適當步驟以處理有關事宜。本集團設有適當內部監控程序，以確保全面、適當及適時記錄會計及管理資料，並定期審閱及檢查，以確保財務報表根據公認會計原則、本集團會計政策以及適用法律及規例編製。

持續經營

於年內，並無可能持續重大影響本集團持續經營的不明朗事件或情況。

投資者關係

本公司按時準確向股東報告有關本集團企業資料。二零二四年度中期報告的印刷本已寄交全體股東。本公司高度重視與本公司股東及投資者的溝通以及改善本公司資料披露的透明度，因此已委派指定員工處理與投資者及分析員的關係。本公司嚴格遵守適用法律及規例、組織章程細則及上市規則，真誠、真實、準確、全面及準時作出披露。同時，本公司高度重視收集及分析分析員及投資者對本公司業務的各種評論及建議，並會定期編入報告及於其業務作選擇性採納。本公司設有網站，讓投資者查閱本公司最新資料、法定公佈、管理及最近經營事宜。所有上市日後刊發的年報、中期報告、通函及公佈均已經及將會載於網站內「投資者關係」一欄。本公司一直恪守其誠實及完整的披露原則，並積極主動與各方人士溝通。

SHAREHOLDERS' RIGHTS

To safeguard shareholders' interests and rights, separate resolutions are proposed at shareholders' meetings on each substantial issue, including the election of individual directors, for shareholders' consideration and voting. Besides, pursuant to the Articles of Association, shareholder(s) holding not less than one-tenth of the paid-up capital of the Company carrying the right of voting at general meetings may request the Company to convene an extraordinary general meeting by sending a written requisition to the Board or the Company Secretary. The objects of the meeting must be stated in the written requisition.

Shareholders may send written enquiries to the Company for putting forward any enquiries or proposals to the Board of the Company. Contact details are as follows:

Address: Suite 715, Ocean Centre, Harbour City, 5 Canton Road,
Tsimshatsui, Kowloon, Hong Kong
(For the attention of the Investor Relations Department)
Fax: 852-3620 3100
Email: office@szbjh.com

For the avoidance of doubt, shareholder(s) must deposit and send the original duly signed written requisition, notice or statement, or enquiry (as the case may be) to the above address and provide their full name, contact details and identification in order to give effect thereto. Shareholders' information may be disclosed as required by law.

During the year, the Company did not make any changes to its Articles of Association. An up-to-date version of the Articles of Association is available on the Company's website and the Stock Exchange's website. Shareholders may refer to the Articles of Association for further details of their rights.

All resolutions put forward at shareholders' meetings will be voted by poll pursuant to the Listing Rules and the poll voting results will be posted on the websites of the Stock Exchange (www.hkexnews.hk) and the Company (www.szbjh.com) immediately after the relevant general meetings.

股東權利

為了保障股東權益及權利，股東大會上會就各重大事項(包括選舉個別董事)提呈獨立決議案，供股東考慮及投票。此外，根據組織章程，持有不少於十分之一本公司附有股東大會投票權的繳足股本的股東可要求本公司召開股東特別大會，方法為向董事會或公司秘書發出書面要求。召開會議的目的必須載於書面要求內。

股東可向本公司寄發書面查詢或建議以向本公司董事會作出任何查詢。聯絡詳情如下：

地址：香港九龍尖沙咀廣東道5號
海港城海洋中心715室
(收件人為投資者關係部)
傳真：852-3620 3100
電子郵件：office@szbjh.com

為免生疑問，股東須將妥為簽署的書面要求、通知或聲明或查詢(視情況而定)的正本存放於及寄發至上述地址，並提供彼等的全名、聯絡詳情及身份，以便本公司回覆。股東資料可能根據法律規定而予以披露。

年內，本公司並無對其組織章程作出任何變動。組織章程的最新版本可在本公司網站及聯交所網站查閱。股東亦可參考組織章程以取得有關其權利的詳情。

根據上市規則，所有在股東大會提呈的決議案均將以一股一票點票方式表決，且投票表決結果將緊隨有關股東大會召開後於聯交所網站(www.hkexnews.hk)及本公司網站(www.szbjh.com)刊登。

REPORT OF THE DIRECTORS

董事會報告

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

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. Details of the principal activities of each member of the Company are set out in note 35 to the financial statements. The principal activities of the operating subsidiaries of the Company during the year ended 31 December 2024 are operation and management of retail stores and other related businesses and provision of financing services in the PRC.

RESULTS

The results of the Company for the year ended 31 December 2024 are set out in the consolidated statement of comprehensive income on page 73.

DIVIDENDS

The Board of Directors do not recommend the payment of final dividend for the year ended 31 December 2024.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in the property, plant and equipment of the Company during the year are set out in note 13 to the financial statements.

SHARE CAPITAL

Details of movements in the share capital of the Company during the year are set out in note 29 to the financial statements.

RESERVES

Details of the movements in the reserves of the Group and the Company during the year are set out in consolidated statement of changes in equity and note 30 to the financial statements respectively.

DISTRIBUTABLE RESERVES

As at 31 December 2024, the Company's distributable reserves was nil.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Articles of Associations of the Company or the laws of the Cayman Islands which would oblige the Company to offer new shares on a pro-rata basis to existing shareholders.

董事欣然呈列彼等的全年報告，連同本公司於截至二零二四年十二月三十一日止年度的經審核財務報表。

主要業務

本公司主要業務為投資控股。本公司各成員公司的主要業務詳情載於財務報表附註35。本公司各營運附屬公司於截至二零二四年十二月三十一日止年度的主要業務是於中國經營及管理零售店及其他相關業務及提供金融業務。

業績

本公司截至二零二四年十二月三十一日止年度的業績載於第73頁的綜合全面收益表。

股息

董事會不建議派付截至二零二四年十二月三十一日止年度之末期股息。

物業、廠房及設備

本公司於本年度物業、廠房及設備的變動詳情載於財務報表附註13。

股本

本公司於本年度股本的變動詳情載於財務報表附註29。

儲備

本集團及本公司於本年度儲備的變動詳情分別載於綜合權益變動表及財務報表附註30。

可供分派儲備

於二零二四年十二月三十一日，本公司沒有可供分派儲備。

優先購買權

根據本公司的公司章程細則或開曼群島法律，概無優先購買權的條文規定本公司須按比例向現有股東提呈發售新股份。

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

During the year, neither the Company nor any of its subsidiaries purchased, sold or redeemed or cancelled any of the Company's listed shares.

DIRECTORS

The Directors of the Company during the year and up to the date of this report were:

Executive Directors

Mr. Zhuang Lu Kun (Chairman)
Mr. Zhuang Pei Zhong (Chief Financial Officer)
Mr. Zhuang Xiao Xiong

Non-executive Director

Madam Yan Xiao Min

Independent Non-executive Directors

Mr. Chin Kam Cheung
Mr. Sun Ju Yi
Mr. Ai Ji
Madam Ying Chi Kwan

Pursuant to Article 87(1) of the articles of association of the Company, Mr. Zhuang Lu Kun and Mr. Zhuang Xiao Xiong shall retire from office at the forthcoming Annual General Meeting by rotation. All retiring Directors, being eligible, will offer themselves for re-election. Mr. Chin Kam Cheung, Mr. Sun Ju Yi and Mr. Ai Ji shall retire and be re-elected as they are independent non-executive Directors who has served for more than 9 years according to code B.2.3 in Appendix C1 to the Listing Rules. The re-election of Directors will be individually voted by Shareholders.

The Board confirmed that the Company has received from each of the Independent Non-executive Directors an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules of the Stock Exchange. The Company considers that all of the Independent Non-executive Directors are independent. All of the Independent Non-executive Directors are members of the Company's audit committee, nomination committee and remuneration committee.

購買、出售或贖回本公司的上市證券

年內，本公司或其任何附屬公司概無購買、出售或贖回或註銷任何本公司的上市股份。

董事

本年度及截至本報告日，本公司董事為：

執行董事

莊陸坤先生 (董事長)
莊沛忠先生 (財務總監)
莊小雄先生

非執行董事

閻小民女士

獨立非執行董事

錢錦祥先生
孫聚義先生
艾及先生
邢紫君女士

根據本公司的公司章程細則第87(1)條，莊陸坤先生及莊小雄先生將於應屆股東週年大會上輪值告退，惟彼等均合資格及願意應選連任。根據上市規則附錄C1守則條文B.2.3，錢錦祥先生、孫聚義先生及艾及先生將告退並願意應選連任。他們是已在任九年以上之獨立非執行董事。個別董事的重選將由股東表決批准。

董事會確認，本公司已接獲每名獨立非執行董事根據聯交所上市規則第3.13條就彼等獨立身分作出的年度確認。本公司認為全體獨立非執行董事均為獨立人士。全體獨立非執行董事均為本公司審核委員會、提名委員會及薪酬委員會的成員。

BIOGRAPHY OF THE DIRECTORS AND THE SENIOR MANAGEMENT

The biographical details of the Directors and the senior management are set out on pages 11 to 15.

DIRECTORS' SERVICE CONTRACTS

Each of the Executive Directors has entered into a service contract with the Company for a term of three years (two years for Non-executive Director and Independent Non-executive Directors) unless terminated by not less than three months' (two months' for Non-executive Director and Independent Non-executive Directors) written notice of termination served by either the Director or the Company. Each of the service contracts further provides that during the term of the service contract and within two years upon the termination of service, the Executive Director cannot engage in any business which is competing or is likely to compete, either directly or indirectly, with the business of the Company. The appointments are subject to the provisions of retirement and rotation of Directors under the Articles of Association of the Company.

Save as disclosed above, none of the Directors has entered into any service contracts with the Company or any of its subsidiaries (excluding contracts expiring or determinable by the employer within one year without payment of compensation (other than statutory compensation)). The Company's policies concerning remuneration of the Executive Directors are as follows:

- (i) the amount of remuneration is determined on a case by case basis depending on the relevant Director's experience, responsibility, workload and the time devoted to the Group;
- (ii) non-cash benefits may be provided at the discretion of the Board to the relevant Directors under their remuneration package; and
- (iii) the Executive Directors may be granted, at the discretion of the Board, the share option scheme adopted by the Company, as part of their remuneration package.

INTERESTS IN CONTRACTS OF SIGNIFICANCE

Save as disclosed in section under "Continuing Connected Transactions" of this report on pages 57 to 60, no Director nor controlling shareholders had a material interest, either directly or indirectly, in any contract of significance to the business of the Company. There is no contract of significance between the Company, its holding company or any of its subsidiaries or its controlling shareholder during the year.

董事及高級管理層簡歷

董事及高級管理層簡歷載於第11至15頁。

董事服務合同

每名執行董事均與本公司訂有服務合同，初步為期三年（非執行董事及獨立非執行董事為兩年），除非由董事或本公司發出不少於三個月（非執行董事及獨立非執行董事為兩個月）書面通知終止合同。每份服務合同進一步規定，服務合同期內以及服務終止後兩年內，執行董事不得直接或間接參與任何與本公司業務構成競爭或可能構成競爭的業務。委任受本公司之公司章程細則下有關董事輪值退任的條文所規限。

除上文所披露者外，概無董事與本公司或其任何附屬公司訂有任何服務合同（但不包括於一年內屆滿或可由僱主於一年內終止而毋須作出賠償（法定賠償除外）的合同）。本公司有關執行董事薪酬的政策如下：

- (i) 薪酬金額按個別情況就有關董事的經驗、職責、工作量及投入本集團的時間釐定；
- (ii) 非現金福利可由董事會酌情按董事的薪酬待遇發放予有關董事；及
- (iii) 視乎董事會決定，執行董事或會獲授本公司所採納購股權計劃下的購股權，作為彼等薪酬待遇一部分。

重大合同權益

除本報告第57至60頁「持續關聯交易」一節所披露者外，概無董事或控股股東直接或間接於本公司業務任何重大合同中擁有重大權益。本公司、其控股公司或其任何附屬公司或其控股股東之間於年內並無訂立任何重大合同。

MANAGEMENT CONTRACTS

No contract concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or were in existence during the year.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 31 December 2024, the interests or short positions of the Directors and chief executives in the shares, underlying shares or debentures of the Company or any associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance ("SFO")) which (a) were required notification 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 any such Director and chief executives is taken or deemed to have taken under such provisions of the SFO); or which (b) were required pursuant to Section 352 of the SFO to be entered into the register maintained by the Company; or which (c) were required, pursuant to Model Code for Securities Transactions by Directors of Listed Issuers ("Model Code") contained in the Listing Rules, to be notified to the Company and the Stock Exchange were as follows:

管理合同

年內概無訂立或訂有有關本公司業務全部或任何主要部分管理及行政的合同。

董事及最高行政人員於本公司及其相聯法團股份、相關股份及債權證的權益及淡倉

於二零二四年十二月三十一日，董事及最高行政人員於本公司或其任何相聯法團（定義見證券及期貨條例（「證券及期貨條例」）第XV部）之股份、相關股份或債券中，擁有(a)根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所之權益或淡倉（包括任何有關董事及最高行政人員根據證券及期貨條例有關條文被當作或視作擁有之權益或淡倉）；或(b)根據證券及期貨條例第352條須載入本公司所存置登記冊內之權益或淡倉；或(c)根據上市規則所載上市發行人董事進行證券交易的標準守則（「標準守則」）須知會本公司及聯交所之權益或淡倉如下：

Ordinary Shares of HK\$0.01 each of the Company

本公司每股面值0.01港元之普通股

| Name | Capacity | Number of shares/Underlying Shares Held 所持股份／相關股份數目 | | | Percentage of Issued Shares 佔已發行 股份百分比 |
|----------------------------------|------------------|--|--------------------|-------------------|--|
| | | Personal Interest | Family Interest | Total Interest | |
| 姓名 | 身分 | 個人權益 | 家族權益 | 權益總額 | 股份百分比 |
| Mr. Zhuang Lu Kun ("Mr. Zhuang") | Beneficial Owner | 467,985,000 | 67,500,000 | 535,485,000 | 51.61% |
| 莊陸坤先生（「莊先生」） | 實益擁有人 | | (Note 1) (附註1) | | |
| Mr. Zhuang Xiao Xiong | Beneficial Owner | 75,000,000 | — | 75,000,000 | 7.23% |
| 莊小雄先生 | 實益擁有人 | | | | |

Note:

- (1) 67,500,000 Shares are held by Mrs. Zhuang Su Lan ("Mrs. Zhuang"). Since Mrs. Zhuang is the spouse of Mr. Zhuang, under the SFO, Mr. Zhuang is deemed to be interested in the said Shares held by Mrs. Zhuang.

附註：

- (1) 67,500,000股股份由莊素蘭女士（「莊太太」）持有。由於莊太太為莊先生的配偶，故根據證券及期貨條例，莊先生被視作於莊太太持有的上述股份中擁有權益。

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS (Continued)

All the interests disclosed above represent long position in the shares and underlying shares of the Company.

Save as disclosed above, none of the Company's Directors, chief executive and their associates, had any interests or short positions in the shares and underlying shares of the Company or any of its associated corporations that was required to be recorded pursuant to section 352 of the SFO at the date of this report.

DIRECTORS' RIGHT TO ACQUIRE SHARES OR DEBENTURES

At no time during the year were rights to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate granted to any Director or their respective spouse or minor children, or were any such rights exercised by them; or was the Company or any of its subsidiaries a party to any arrangement to enable the Directors, their respective spouses or minor children to acquire such rights in any other body corporate.

董事及最高行政人員於本公司及其相聯法團股份、相關股份及債權證的權益及淡倉 (續)

上文披露之所有權益指於本公司股份及相關股份之好倉。

除上文披露者外，本公司的董事、最高行政人員或彼等的聯繫人士概無於本公司或其任何相聯法團的股份及相關股份擁有任何權益或淡倉，而需按證券及期貨條例第352條於本申報日予以記錄。

董事收購股份或債權證的權利

年內任何時間概無向任何董事或彼等各自的配偶或未成年子女授出可藉購買本公司或任何其他法人團體股份或債權證而獲取利益之權利，而彼等亦無行使任何有關權利；或本公司或其任何附屬公司亦無參與任何安排，致使董事、彼等各自的配偶或未成年子女獲得任何其他法人團體之有關權利。

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 31 December 2024, according to the register kept by the Company pursuant to Section 336 of the SFO, and so far as was known to any Director, the following persons (other than the interests of certain Directors disclosed under the section headed "Directors' and Chief Executives' Interests and Short Positions in Shares, Underlying Shares and Debentures of the Company or any associated Corporation" above), had an interest or short position in the shares and underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO:

主要股東於本公司及其相聯法團股份、相關股份及債權證的權益及淡倉

於二零二四年十二月三十一日，按照本公司根據證券及期貨條例第336條存置之登記冊所示，及據董事所知悉，除上文「董事及最高行政人員於本公司及其相聯法團股份、相關股份及債權證的權益及淡倉」一節所披露若干董事之權益外，下列人士於本公司股份及相關股份中，擁有根據證券及期貨條例第XV部第2及3分部條文須向本公司披露之權益或淡倉：

| Name | Type of interest | Capacity | Personal/ corporate interest 個人/ 公司權益 | Family interest 家族權益 | Total | Percentage of issued share capital 佔已發行股本 百分比 |
|------------------------------|------------------|---------------------------|---|----------------------------------|-------------|---|
| 姓名 | 權益種類 | 身分 | | | 總計 | |
| Mrs. Zhuang 莊太 | Personal 個人權益 | Beneficial owner 實益擁有人 | 67,500,000 | 467,985,000 (Note 1) (附註1) | 535,485,000 | 51.61% |
| Ms. Zhuang Xiao Yun 莊小雲女士 | Personal 個人權益 | Beneficial owner 實益擁有人 | 75,000,000 (Note 2) (附註2) | – | 75,000,000 | 7.23% |
| Ms. Chen Li Jun 陳麗君女士 | Personal 個人權益 | Beneficial owner 實益擁有人 | 75,000,000 (Note 3) (附註3) | – | 75,000,000 | 7.23% |

Notes:

附註：

- (1) 467,985,000 Shares are held by Mr. Zhuang Lu Kun ("Mr. Zhuang"). Since Mr. Zhuang is the spouse of Mrs. Zhuang, under the SFO, Mrs. Zhuang is deemed to be interested in the said Shares held by Mr. Zhuang.
- (2) Ms. Zhuang Xiao Yun is the daughter of Mr. Zhuang and Mrs. Zhuang.
- (3) Ms. Chen Li Jun is the daughter-in-law of Mr. Zhuang and Mrs. Zhuang.

- (1) 467,985,000股股份由莊陸坤先生(「莊先生」)持有。由於莊先生為莊太之配偶，故根據證券及期貨條例，莊太被視作於莊先生持有之上述股份中擁有權益。
- (2) 莊小雲女士是莊先生及莊太的女兒。
- (3) 陳麗君女士是莊先生及莊太的媳婦。

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS (Continued)

Save as disclosed above, there was no other person known to the Directors, other than the Directors, who, as at 31 December 2024, had an interest or a short position in the shares and underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO.

CONTINUING CONNECTED TRANSACTIONS

The Company has entered into the continuing connected transactions under Chapter 14A of the Listing Rules.

1. Rental income received from BJH Group

深圳市百佳華集團有限公司 (Shenzhen Baijiahua Group Company Limited) ("BJH Group") is owned as to 90% by Mr. Zhuang and 10% by Mrs. Zhuang. BJH Group is thus an associate of Mr. Zhuang and therefore a connected person of the Company.

Certain commercial properties are leased to BJH Group pursuant to a lease agreement entered into between Shenzhen Baijiahua Department Stores Limited ("BJH Department Stores") and BJH Group for commercial purposes. The amount of rental income received by BJH Department Stores in respect of the leasing of commercial properties was RMB2,417,660.78 for the year ended 31 December 2024, and has not exceeded the annual cap of RMB2,417,660.78. The relevant amount which are expected to be receivable by BJH Department Stores will not exceed RMB2,457,955.13 for the year ending 31 December 2025.

主要股東於本公司及其相聯法團股份、相關股份及債權證的權益及淡倉 (續)

除上文披露者外，於二零二四年十二月三十一日，據董事所知，除董事以外概無任何人士於本公司股份及相關股份中，擁有根據證券及期貨條例第XV部第2及3分部條文須向本公司披露之權益或淡倉。

持續關聯交易

本公司訂有根據上市規則第14A章條獲聯交所授出豁免的持續關聯交易。

1. 收取租金收入自百佳華集團

深圳市百佳華集團有限公司(「百佳華集團」)由莊陸坤先生及莊太分別擁有90%及10%。因此，百佳華集團為莊陸坤先生的聯繫人士及本公司之關聯人士。

根據百佳華百貨與百佳華集團訂立的租賃協議，若干商業物業租予深圳市百佳華百貨有限公司(「百佳華百貨」)作商業用途。於截至二零二四年十二月三十一日止年度，百佳華百貨從百佳華集團收取之年度租金收入人民幣2,417,660.78元，並無超於年度上限人民幣2,417,660.78元。預期百佳華百貨截至二零二五年十二月三十一日止年度應收的相關金額不會超於人民幣2,457,955.13元。

CONTINUING CONNECTED TRANSACTIONS (Continued)

2. Lease of one shopping mall from JH Real Estate

深圳市佳華房地產開發有限公司 (Shenzhen Jiahua Real Estate Development Company Limited) ("JH Real Estate") is owned as to 18% by Mrs. Zhuang and 82% by BJH Group (a company owned as to 90% by Mr. Zhuang and 10% as to Mrs. Zhuang). Since Mrs. Zhuang is the spouse of Mr. Zhuang, she is an associate of Mr. Zhuang. Since Mr. Zhuang is interested in the equity capital of JH Real Estate so as to exercise or control the exercise of 30% or more of the voting power at general meetings of JH Real Estate, JH Real Estate is an associate of Mr. Zhuang and also a connected person of the Company. The Group leased one shopping mall from JH Real Estate, details of which are set out as follows:

Pursuant to a lease agreement dated 25 August 2016 ("Bantian Lease Agreement") between JH Real Estate (as landlord) and Shenzhen Baijiahua Commercial Management Limited ("BJH CM") (as tenant), BJH CM leases the shopping mall situated at Level 1-6 of Jiahua Ling Hui Plaza located in the South-west side of junction of Ji Hua Road and Wu He West Street, Bantian Street, Longgang District, Shenzhen, Guangdong Province, the PRC with a gross floor area of approximately 34,743.62 square metres for a term of 15 years commencing from 1 January 2017 to 31 December 2031 for a monthly rental of RMB1,806,668.24 with a 5% increment on the monthly rent every 3 years. The parties to the Bantian Lease Agreement agreed that if the Company cannot meet with the requirements in respect of continuing connected transactions (including but not limited to obtaining approval by independent shareholders), BJH CM has the right to terminate the transactions under the Bantian Lease Agreement by giving written notice to JH Real Estate without any payment or compensation. Pursuant to the Bantian Lease Agreement, the total annual consideration paid by BJH CM was RMB23,902,220.82, for the year ended 31 December 2024, and has not exceeded the annual cap of RMB23,902,220.82. The relevant amount which are expected to be payable by BJH CM will not exceed RMB23,902,220.82 for the year ending 31 December 2025.

持續關聯交易 (續)

2. 由佳華房地產出租壹間商場物業

深圳市佳華房地產開發有限公司 (「佳華房地產」) 由莊太擁有18%，並由百佳華集團 (分別由莊陸坤先生及莊太擁有90%及10%的公司) 擁有82%。由於莊太為莊陸坤先生的配偶，彼為莊陸坤先生的聯繫人士。由於莊陸坤先生於佳華房地產擁有股權，因而可在佳華房地產股東大會上行使或控制行使30%或以上的投票權，佳華房地產為莊陸坤先生的聯繫人士，並為本公司的關聯人士。本集團向佳華房地產租賃壹間商場物業，有關詳情載列如下：

根據佳華房地產 (作為業主) 與深圳市百佳華商業管理有限公司 (「百佳華商管」) (作為租戶) 於二零一六年八月二十五日訂立的租賃協議 (「坂田租賃協議」)，百佳華商管租賃位於中國廣東省深圳市龍崗區坂田街道吉華路與五和西街交叉口西南佳華領匯廣場1-6層的店舖物業，建築面積約34,743.62平方米，租期自二零一七年一月一日起至二零三一年十二月三十一日屆滿，為期十五年，月租人民幣1,806,668.24元，每三年遞增5%。坂田租賃協議之訂約各方同意倘本公司未能遵守持續關聯交易的規定 (包括但不限於取得獨立股東批准)，百佳華商管有權向佳華房地產發出書面通知，在毋須作出任何付款或賠償下終止坂田購物中心租賃協議的交易。根據坂田租賃協議，百佳華商管截至二零二四年十二月三十一日止年度支付的總代價約為人民幣23,902,220.82元，並無超出年度上限人民幣23,902,220.82元。預期百佳華商管截至二零二五年十二月三十一日止年度應付的相關金額不會超過人民幣23,902,220.82元。

CONTINUING CONNECTED TRANSACTIONS (Continued)

3. Rental income received from JH Real Estate

Certain commercial properties are leased to Jiahua Real Estate pursuant to a lease agreement entered into between BJH Department Stores and Jiahua Real Estate for commercial purposes. The amount of rental income received by the BJH Department Stores in respect of the leasing of commercial properties was RMB804,869.16 for the year ended 31 December 2024, and has not exceeded the annual cap of RMB1,000,000.00. The relevant amount which are expected to be receivable by BJH Department Stores will not exceed RMB1,000,000.00 for the year ending 31 December 2025.

4. Car park expense paid to the Property Manager

深圳市佳華物業服務有限責任公司(Shenzhen Jiahua Property Services Limited) (Formerly known as “深圳市佳華物業管理有限責任公司 (Shenzhen Jiahua Property Management Limited)”) (“the Property Manager”), a company incorporated in the PRC, and is held as to 95% and 5% by the JH Real Estate and BJH Group respectively.

On 15 November 2021, the Property Manager entered into the Car Park Fee Agreements in respect of the usage of car parking space located in Jiahua Lingyu Plaza Phase II and Jiahua Linghui Plaza Phase II for a term of 3 years commencing from 1 January 2022 to 31 December 2024 (both days inclusive) with both BJH CM and BJH Department Stores (the “lessees”). Payment of fee under the Car Park Fee Agreements by the lessees will be subject to actual usage, as agreed among the parties, the maximum monthly fee payable by the lessees to the Property Manager will not exceed in aggregate RMB180,000 for each of the car park locations. The aggregate amount of car park expense paid by the lessees was RMB954,770.91 and RMB1,361,614.03 for Jiahua Lingyu Plaza Phase II and Jiahua Linghui Plaza Phase II respectively for the year ended 31 December 2024, and has not exceeded the annual cap of RMB2,160,000 and RMB2,160,000 for Jiahua Lingyu Plaza Phase II and Jiahua Linghui Plaza Phase II respectively. The relevant amount which are expected to be payable by the lessees will not exceed RMB2,160,000 and RMB2,160,000 for Jiahua Lingyu Plaza Phase II and Jiahua Linghui Plaza Phase II respectively for the year ending 31 December 2025.

持續關聯交易 (續)

3. 收取租金收入自佳華房地產

根據百佳華百貨與佳華房地產訂立的租賃協議，若干商業物業租予佳華房地產作商業用途。於截至二零二四年十二月三十一日止年度，百佳華百貨從佳華房地產收取之年度租金收入人民幣804,869.16元，並無超於年度上限人民幣1,000,000.00元。預期百佳華百貨截至二零二五年十二月三十一日止年度應收相關金額不會超過人民幣1,000,000.00元。

4. 付物業管理人的停車場費用

深圳市佳華物業服務有限責任公司(前稱「深圳市佳華物業管理有限責任公司」)(「物業管理人」)是一家於中國成本之有限公司。分別由佳華房地產及百佳華集團持有95%及5%。

二零二一年十一月十五日，物業管理人就位於佳華領域廣場二期和佳華領匯廣場二期的停車位的使用訂立了停車費協議，為期3年，自二零二二年一月一日至二零二四年十二月三十一日(包括首尾兩天)與百佳華商業管理及百佳華百貨(「承租方」)。承租方根據停車場費用協議將以實際使用情況為準支付費用，根據雙方約定，承租方每月向物業管理人支付的兩個停車場的最高費用分別不超過人民幣180,000元。截至二零二四年十二月三十一日止年度，承租方支付的佳華領域廣場二期和佳華領匯廣場二期停車場費用分別為人民幣954,770.91元和人民幣1,361,614.03元，將分別不超過年度上限人民幣2,160,000元及人民幣2,160,000元。預期承租方截至二零二五年十二月三十一日止年度，應付佳華領域廣場二期及佳華領匯廣場二期的停車場費將分別不超過人民幣2,160,000元及人民幣2,160,000元。

CONTINUING CONNECTED TRANSACTIONS (Continued)

In the opinion of the Directors (including the Independent Non-Executive Directors), the terms of the continuing connected transactions referred to above are made in the ordinary and usual course of our business, on an arm's length basis and on normal commercial terms which are no less favorable than terms available from independent third parties. The Directors (including the Independent Non-executive Directors) confirm that these transactions have been conducted in accordance with the relevant agreements governing the transactions and are of the view that the terms and conditions of these transactions are fair and reasonable and are in the best interests of our Company and our shareholders as a whole.

The Directors, including the Independent Non-executive Directors, are also of the view that the Annual Caps are fair and reasonable as far as our shareholders taken as a whole are concerned.

The Directors confirm that they have received a confirmation from its auditor regarding the matters as stated in Chapter 14A.56 of the Listing Rules for the continuing connected transactions.

The Directors confirm that the disclosure requirement in accordance with Chapter 14A of the Listing Rules has been complied with by the Company.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2024, revenue attributable to the largest customer of the Group amounted to approximately 1.4% of the total revenue for the year and the five largest customers of the Group accounted for less than 30% of the Group's total revenue for the year.

For the year ended 31 December 2024, purchases attributable to the largest supplier of the Group amounted to approximately 8.9% of the total purchases for the year and the five largest suppliers of the Group accounted for less than 30% of the Group's total purchases for the year.

Save as disclosed above, none of the Directors, their associates or any shareholders (which to the knowledge of the Directors owns more than 5% of the Company's share capital) had an interest in the major suppliers and major customers noted above.

持續關聯交易 (續)

董事(包括獨立非執行董事)認為，上述持續關聯交易的條款乃於日常及一般業務過程中，按照不遜於獨立第三方提供者的一般商業條款進行。董事(包括獨立非執行董事)確認，上述交易乃按規管有關交易之相關協議進行，並認為，此等交易的條款及條件誠屬公平合理，並符合本公司及本公司股東整體的最佳利益。

董事(包括獨立非執行董事)亦認為，年度上限對本公司股東整體而言屬公平合理。

董事確認彼等已接獲其核數師有關持續關聯交易於上市規則第14A.56章所述事宜之確認書。

董事確認本公司已遵守上市規則第14A章之披露規定。

主要客戶及供應商

截至二零二四年十二月三十一日止年度，來自本集團最大客戶的收入佔年內收入總額約1.4%，而本集團五大客戶佔本集團於年內總收入少於30%。

截至二零二四年十二月三十一日止年度，向單一最大供應商作出的採購約佔於年內的採購總額8.9%，而本集團五大供應商約佔本集團於年內的採購總額少於30%。

除上文披露者外，概無董事、彼等的聯繫人士或任何股東(就董事所知擁有本公司股本5%以上權益者)於上述主要供應商及主要客戶中擁有權益。

Report of the Directors (Continued)

董事會報告 (續)

SUFFICIENCY OF PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of the Directors, at least 25% of the Company's total issued share capital was held by the public as at the date of this report.

COMPETING INTERESTS

None of the Directors or management shareholders of the Company and their respective associates (as defined in the Main Board Listing Rules) has an interest in a business which competes or may compete with the business of the Company or has any other conflict of interest with the Company during the year.

AUDIT COMMITTEE

The audited financial statements of the Company for the year ended 31 December 2024 have been reviewed by the audit committee before recommending to the Board for approval.

PROFESSIONAL TAX ADVICE RECOMMENDED

If the shareholders of the Company are unsure about the taxation implications of purchasing, holdings, disposing of, dealing in, or the exercise of any rights in relation to, the shares, they are advised to consult an expert.

USE OF PROCEEDS RAISED FROM LISTING

The net proceeds raised from the Company's newly issued and listed shares on the Stock Exchange in May 2007 (after deduction of related issuance expenses) amounted to approximately HK\$265,000,000.

As of 31 December 2024, approximately HK\$240,082,000 of the proceeds so raised was used, and the unused proceeds of approximately HK\$24,918,000 was deposited with banks, the security of which was adequately ensured.

Details of the used proceeds raised of approximately HK\$240,082,000 are set out as follows:

- as to approximately HK\$29,000,000 for acquisition of the business of a retail chain in Shenzhen, the PRC;
- as to approximately HK\$28,300,000 for opening of new stores in Yanbu Foshan and Ronggui Foshan, the PRC;
- as to approximately HK\$8,750,000 for opening of a new store in Nanning Guangxi, the PRC;
- as to approximately HK\$4,350,000 for opening of two new stores in Xinan Baoan Shenzhen, the PRC;

足夠公眾持股量

根據本公司公開資料並就董事所知，於本申報日，本公司已發行股本總額中最少25%由公眾人士持有。

競爭權益

年內，本公司董事或管理層股東以及彼等各自的聯繫人士(定義見主板上市規則)概無於與本公司業務構成或可能構成競爭的業務中擁有權益，且並無與本公司存在任何其他利益衝突。

審核委員會

本公司截至二零二四年十二月三十一日止年度的經審核財務報表於建議董事會批准前，已交由審核委員會審閱。

建議尋求專業稅務意見

倘若本公司股東對購買、持有、出售、買賣股份或行使任何有關股份之權利的稅務影響有所疑問，彼等應諮詢專家意見。

上市所得款項用途

本公司於二零零七年五月在聯交所新發行上市股份籌集的所得款項淨額，在扣除相關的發行費用後相等於約265,000,000港元。

於二零二四年十二月三十一日，已動用所籌得款項約240,082,000港元，尚未動用的所得款項約24,918,000港元存放在銀行，其安全性有足夠保證。

已動用所籌得款項約240,082,000港元之詳情載列如下：

- 約29,000,000港元用作收購中國深圳連鎖零售店業務；
- 約28,300,000港元用作於中國佛山鹽步及佛山容桂開設新店舖；
- 約8,750,000港元用作於中國廣西南寧開設新店舖；
- 約4,350,000港元用作於中國深圳寶安區新安街道辦開設兩家新店舖；

USE OF PROCEEDS RAISED FROM LISTING (Continued)

- as to approximately HK\$10,400,000 for opening of a new store in Luohu Shenzhen, the PRC;
- as to approximately HK\$15,800,000 for opening of a new store in Buji Shenzhen, the PRC;
- as to approximately HK\$14,300,000 for opening of another new store in Nanning Guangxi, the PRC;
- as to approximately HK\$23,578,000 for opening of a new shopping mall in Shajing, Shenzhen, the PRC;
- as to approximately HK\$3,690,000 for opening of a new supermarket in Bantian Longgang, Shenzhen, the PRC;
- as to approximately HK\$8,670,000 for opening of a new supermarket in Gangxia Longgang (Jiangnan Times), Shenzhen, the PRC;
- as to approximately HK\$8,800,000 for opening of a restaurant and two beverage kiosks in Shenzhen, the PRC;
- as to approximately HK\$3,600,000 for opening of a theme restaurant and a Chinese restaurant in Baoan and Longgang Shenzhen, the PRC respectively;
- as to approximately HK\$9,200,000 for setting up of a procurement centre in Shiyan Shenzhen, the PRC;
- as to approximately HK\$12,919,000 for the purchase of transportation equipment;
- as to approximately HK\$15,000,000 for the purchase of office equipment;
- as to approximately HK\$3,000,000 for the upgrade of the MIS;
- as to approximately HK\$725,000 to promote the Company's brand image; and
- as to approximately HK\$40,000,000 for the refurbishments of existing retail stores.

The unused proceeds will be used by the Company for the purposes as set out in the section headed "Future plans and use of proceeds" in the prospectus of the Company dated 8 May 2007.

上市所得款項用途(續)

- 約10,400,000港元用作於中國深圳羅湖區開設新店舖；
- 約15,800,000港元用作於中國深圳布吉開設新店舖；
- 約14,300,000港元用作於中國廣西寧開設新店舖；
- 約23,578,000港元用作於中國深圳沙井開設新購物中心；
- 約3,690,000港元用作於中國深圳龍崗區坂田開設新超市；
- 約8,670,000港元用作於中國龍崗區崗廈(江南時代)開設新超市；
- 約8,800,000港元用作於中國深圳開設一家餐廳及兩家茶店；
- 約3,600,000港元分別用作中國深圳寶安及龍崗開設一家主題餐廳及一家中式餐廳；
- 約9,200,000港元用作於中國深圳石岩開設配送中心；
- 約12,919,000港元用作於購置運輸工具；
- 約15,000,000港元用作於購買辦公室設備；
- 約3,000,000港元用作改良管理資訊系統；
- 約725,000港元用作提升本公司的品牌形象；及
- 約40,000,000港元用作翻新現有的零售店。

未動用之所得款項將由本公司動用作本公司日期為二零零七年五月八日之售股章程「未來計劃及所得款項用途」一節所述用途。

Report of the Directors (Continued)

董事會報告 (續)

AUDITOR

A resolution will be proposed at the forthcoming annual general meeting of the Company to re-appoint BDO Limited as auditor of the Company.

BUSINESS REVIEW

The business review of the Group for the year ended 31 December 2024 is set out in the sections of Chairman's Statement, Management Discussion and Analysis and Five Years Financial Summary on pages 6 to 10, pages 16 to 37 and pages 183 to 184 respectively of this annual report.

The Group recognises that its employees, customers and business partners are the keys to the sustainable development. The Group is committed to establishing a close and caring relationship with its employees, providing quality products and services to its customers and enhancing co-operation with its business partners.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

The Group is committed to maintaining a clean, energy saving and harmonious environmental conservation policy.

The Environmental, Social and Governance Report of the Company prepared in accordance with Appendix C2 to the Main Board Listing Rules will be published together with the annual report of the Company.

TAX RELIEF AND EXEMPTION

The Company is not aware of any tax relief and exemption available to shareholders by reason of their holding of the Company's securities.

PERMITTED INDEMNITY PROVISION

The Company has arranged for appropriate insurance cover for Director's and officers' liabilities in respect of legal actions against its Directors and senior management arising out of corporate activities. The permitted indemnity provision is in force for the benefit of the Directors as required by section 470 of the Companies Ordinance (Chapter 622, Laws of Hong Kong) when the Directors' Report prepared by the Directors is approved in accordance with section 391(1)(a) of the Companies Ordinance (Chapter 622, Laws of Hong Kong).

核數師

有關重新委任立信德豪會計師事務所有限公司為本公司核數師的決議案將於本公司下屆股東週年大會上呈以取得股東批准。

業務回顧

本集團截至二零二四年十二月三十一日止年度之業務回顧已分別載於本年報第6至10頁、第16至37頁及第183至184頁之「董事長報告」、「管理層討論及分析」及「五年財務概要」等章節。

本集團確認其僱員、客戶及合作夥伴是可持續發展的關鍵。本集團致力與僱員建立密切及關顧之關係、為客戶提供優質產品及服務，並加強與業務合作夥伴的合作。

環境、社會及管治報告

本集團承諾維持清潔、節約能源、和諧的環境保護政策。

本公司按主板上市規則附錄C2編製的環境、社會及管治報告將跟本公司的年報一併刊發。

稅務減免

本公司並不知悉股東因持有本公司證券而可享有之任何稅務減免。

獲准許之彌償條文

本公司已就其董事及高級管理層可能會面對由企業活動產生之法律行動，為董事及行政人員之職責作適當投保安排。基於董事利益之獲准許彌償條文根據公司條例(香港法例第622章)第470條之規定於董事編製之董事報告按照公司條例(香港法例第622章)第391(1)(a)條獲通過時生效。

COMPLIANCE WITH THE RELEVANT LAWS AND REGULATIONS THAT HAVE A SIGNIFICANT IMPACT ON THE COMPANY

The Group is continuously monitoring their compliance to ensure that the Group abides by such laws and regulations from time to time. Besides those general laws and regulations such as the Company Law of the PRC, the Listing Rules of Hong Kong Stock Exchange, the Group has also complied in all material respects with all the laws and regulations that have a significant impact on the business of the Group.

遵守對公司有重大影響的有關法律及規例情況

本集團持續監控相關遵守情況，以確保本集團可持續遵守對公司有重大影響的有關法律及規例。除遵守中國公司法、香港聯交所上市規則等常規法律、規例外，於報告年度內，本集團亦在各重大方面遵守對本集團業務有重要影響的法律及規例。

For and on behalf of the Board
Zhuang Lu Kun
Chairman

27 March 2025
Shenzhen, the PRC

代表董事會
董事長
莊陸坤

二零二五年三月二十七日
中國深圳

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



Tel : +852 2218 8288
Fax : +852 2815 2239
www.bdo.com.hk

電話 : +852 2218 8288
傳真 : +852 2815 2239
www.bdo.com.hk

25th Floor Wing On Centre
111 Connaught Road Central
Hong Kong

香港干諾道中111號
永安中心25樓

To the shareholders of Jiahua Stores Holdings Limited
(Incorporated in Cayman Islands with limited liability)

致佳華百貨控股有限公司列位股東
(在開曼群島註冊成立的有限公司)

OPINION

We have audited the consolidated financial statements of Jiahua Stores Holdings Limited (the "Company") and its subsidiaries (together the "Group") set out on pages 73 to 181, which comprise the consolidated statement of financial position as at 31 December 2024, and the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy 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 HKFRS Accounting Standards 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 ("HKSA") 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"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

意見

我們已完成審核第73至181頁所載佳華百貨控股有限公司(「貴公司」)及其附屬公司(統稱為「貴集團」)的綜合財務報表，當中包括於二零二四年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料。

我們認為，該等綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈的《香港財務報告準則會計準則》(「香港財務報告準則」)真實而中肯地反映了貴集團於二零二四年十二月三十一日的綜合財務狀況及截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》的披露要求妥為擬備。

意見的基礎

我們已根據香港會計師公會頒佈的《香港審計準則》(「香港審計準則」)進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據香港會計師公會頒佈的《專業會計師道德守則》(以下簡稱「守則」)，我們獨立於貴集團，並已履行守則中的其他專業道德責任。我們相信，我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

MATERIAL UNCERTAINTY RELATED TO GOING CONCERN

We draw attention to Note 2(b) in the consolidated financial statements, which indicates that the Group incurred a loss of approximately RMB55,727,000 for the year ended 31 December 2024, and as of 31 December 2024, the Group had net current liabilities and net liabilities of approximately RMB176,240,000 and RMB68,895,000 respectively, while the Group had cash and cash equivalents of approximately RMB25,087,000 only. As stated in Note 2(b), these conditions, along with other matters set forth in Note 2(b), indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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. In addition to the matter described in the "Material Uncertainty Related to Going Concern" section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Valuation of investment properties

Refer to notes 3.4, 5(b) and 15 in the consolidated financial statements.

Management has estimated the fair value of the Group's investment properties located in the People's Republic of China ("PRC") to be approximately RMB226,500,000 as at 31 December 2024 with a fair value loss of approximately RMB19,500,000 for the year ended 31 December 2024 recognised in the consolidated statement of comprehensive income. To support management's determination, the Group engaged an independent external valuer as management's expert to perform valuation on the investment properties.

We focused on this area because in determining the fair value of investment properties, significant estimation and judgement were applied by the management in selecting appropriate valuation methodology and key input parameters, including capitalisation rate of reversionary income and market monthly rental rate.

與持續經營相關的重大不確定性

我們提請注意綜合財務報表中的附註2(b)，該附註表明貴集團截至二零二四年十二月三十一日止年度產生虧損約人民幣55,727,000元，而於二零二四年十二月三十一日，貴集團的流動負債淨值及其負債淨值分別為約人民幣176,240,000元及人民幣68,895,000元，而貴集團持有現金及現金等價物僅約人民幣25,087,000元。如附註2(b)所述，這些情況連同附註2(b)所載的其他事宜顯示存在重大不確定性，可能對貴集團持續經營的能力產生重大疑慮。我們對此事沒有標準意見。

關鍵審核事項

關鍵審核事項是根據我們的專業判斷，認為對本期綜合財務報表的審核最為重要的事項。這些事項是在我們審核整體綜合財務報表及出具意見時處理。我們不會對這些事項個別提供意見。除了「有關持續經營的重大不確定因素」一節所述之事宜外，我們已釐定下述事宜為將於我們之報告內傳達之關鍵審計事項。

投資物業之估值

請參閱綜合財務報表附註3.4、5(b)及15。

管理層估計貴集團位於中華人民共和國（「中國」）之投資物業於二零二四年十二月三十一日之公平值為約人民幣226,500,000元，而確認於綜合全面收益表中截至二零二四年十二月三十一日止年度之公平值虧損為約人民幣19,500,000元。為支持管理層的決定，貴集團委聘一名獨立估值師作為管理層專家，對該等投資物業進行估值。

我們專注於此方面，原因是釐定投資物業公平值時，管理層就揀選合適的估值方法及關鍵輸入數據參數作出重大估計及判斷，包括復歸收入資本化率和市場月租金率。

Independent Auditor's Report (Continued)

獨立核數師報告 (續)

KEY AUDIT MATTERS (Continued)

Valuation of investment properties (Continued)

Our key audit procedures in relation to management's assessment for valuation of investment properties included:

- assessing the appropriateness of the valuation methodology and reasonableness of the key input data and assumptions adopted in the valuation;
- checking, on sample basis, the accuracy of the input data used to supportive evidence;
- involving an auditor's expert to assist our assessment; and
- evaluating the competency, capabilities and objectivity of the management's expert and auditor's expert.

Impairment assessment of non-financial assets

Refer to notes 3.6, 5(b), 13, 14 and 16 in the consolidated financial statements.

As at 31 December 2024, the Group had property, plant and equipment, right-of-use assets and intangible assets with carrying amounts of approximately RMB99,926,000, RMB300,251,000 and RMB4,047,000 respectively.

Management is required to perform impairment assessment on the Group's non-financial assets including property, plant and equipment, right-of-use assets and intangible assets where indications of impairment are identified.

For the purpose of assessing impairment, assets were tested at cash generating unit(s) (the "CGU(s)") level. Management judgement is required in the area of asset impairment particularly in assessing whether the carrying amount of an asset can be supported by the recoverable amount, being the higher of fair value less costs of disposal or value in use; and the appropriate key assumptions to be applied in preparing cash flow projections. Based on the assessment performed, for the year ended 31 December 2024, the management concluded that net impairment losses of approximately RMB10,727,000 and RMB2,341,000 were made in respect of the Group's right-of-use assets and intangible assets, respectively while net reversal of impairment losses of approximately RMB450,000 were made in respect of the Group's property, plant and equipment. To support management's assessment, the Group engaged an independent external valuer as management's expert.

關鍵審核事項 (續)

投資物業之估值 (續)

涉及管理層對投資物業估值的評估，我們的關鍵審核程序包括：

- 評估估值過程中採納的估值方法的合適性及主要輸入數據及假設是否合理；
- 抽樣檢查憑證中輸入數據之準確性；
- 委託核數師專家協助評估；及
- 評估管理層專家及核數師專家的勝任能力、專長及客觀性。

非金融資產之減值評估

請參閱綜合財務報表附註3.6、5(b)、13、14及16。

於二零二四年十二月三十一日，貴集團的物業、廠房及設備、使用權資產及無形資產賬面值分別為約人民幣99,926,000元、人民幣300,251,000元及人民幣4,047,000元。

管理層須對已識別減值跡象的貴集團非金融資產，包括物業、廠房及設備、使用權資產及無形資產進行減值評估。

就評估減值而言，資產乃按各自的現金產生單位（「現金產生單位」）進行測試。資產減值須運用管理層判斷，尤其於評估資產可收回金額（即公平值減出售成本或使用價值二者的較高者）是否可以支持賬面值及編製現金流量預測所用的適當主要假設。根據進行之評估，截至二零二四年十二月三十一日止年度，管理層得出之結論為已分別就貴集團之使用權資產及無形資產作出減值虧損淨額分別約人民幣10,727,000元及人民幣2,341,000元，以及就貴集團之物業、廠房及設備撥回減值虧損淨額約人民幣450,000元。為支援管理層的評估，貴集團委聘了一名外部獨立估值師為管理層專家。

KEY AUDIT MATTERS (Continued)

Impairment assessment of non-financial assets (Continued)

We focused on this area due to the size of the non-financial assets and in carrying out the impairment assessment, significant management judgement was used to determine the underlying key assumptions.

Our key audit procedures in relation to management's impairment assessment of non-financial assets included:

- assessing the appropriateness of the management's identification of CGUs based on our understanding of the Group's business;
- evaluating the appropriateness of the methodologies applied in respect of the assessment of the recoverable amounts;
- challenging the reasonableness of key assumptions of the cash flow projections including annual projected revenue during budget period, long term growth rate and discount rate based on our knowledge of the Group's business and industry;
- reconciling input data to supporting evidence, such as approved budget and considering the reasonableness of this evidence;
- involving an auditor's expert to assist our assessment; and
- evaluating the competency, capabilities and objectivity of the management's expert and auditor's expert.

關鍵審核事項 (續)

非金融資產之減值評估 (續)

我們專注該範疇是由於非金融資產的規模，以及在進行減值評估時，使用了重大管理層判斷以釐定有關的關鍵假設。

涉及管理層對非金融資產的減值評估，我們的關鍵審核程序包括：

- 根據我們對 貴集團業務之了解而評估現金產生單位識別是否合適；
- 評估釐定可收回金額所採用之方法是否適當；
- 按 貴集團對業務及行業的了解質疑有關現金流量預測的關鍵假設的合理性，包括在預算期間的年度預計收益、長期增長率及貼現率；
- 將輸入數據與相關憑證(如已批准的預算數字)進行協調，及考慮相關憑證的合理性；
- 委託核數師專家協助評估；及
- 評估管理層專家及核數師專家的勝任能力、專長及客觀性。

Independent Auditor's Report (Continued)

獨立核數師報告 (續)

OTHER INFORMATION IN THE ANNUAL REPORT

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include 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.

DIRECTORS' RESPONSIBILITIES 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 HKFRS Accounting Standards 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 also responsible for overseeing the Group's financial reporting process. The Audit Committee assists the directors in discharging their responsibility in this regard.

年報內的其他資料

董事需對其他資料負責。其他資料包括刊載於貴公司年報內的資料，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他資料，我們亦不對該等其他資料發表任何形式的鑒證結論。

就我們對綜合財務報表的審計，我們的責任是閱讀其他資料，在此過程中，考慮其他資料是否與財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。基於我們已執行的工作，倘我們認為其他資料存在重大錯誤陳述，則我們需要報告該事實。在這方面，我們概無任何報告。

董事就綜合財務報表須承擔的責任

董事須負責根據香港會計師公會頒佈的《香港財務報告準則會計準則》及香港《公司條例》的披露要求擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

董事亦須負責監督貴集團的財務報告過程。審核委員會就此協助董事履行責任。

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, in accordance with the terms of our engagement, 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 HKSA's 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 HKSA's, we exercise professional judgement and maintain professional skepticism 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.

核數師就審計綜合財務報表承擔的責任

我們的目標乃對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。本報告根據我們的委聘條款僅向閣下(作為實體)作出，除此以外，我們的報告不可用作其他用途。本行並不就本行報告之內容對任何其他人士承擔任何責任或接受任何義務。

合理保證乃高標準的保證，惟不能保證按照《香港審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，倘合理預期它們單獨或合併起來可能影響綜合財務報表使用者依賴財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，故未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，惟目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

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

- 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 work performed for the 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.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to 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.

核數師就審計綜合財務報表承擔的責任 (續)

- 對董事採用持續經營會計基礎的恰當性作出結論，並根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。倘我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露，或倘有關的披露不足，則我們應當修改意見。我們的結論乃基於直至核數師報告日期所取得的審計憑證。然而，未來事項或情況可能導致貴集團無法持續經營。
- 評價綜合財務報表的整體呈列方式、結構及內容，包括披露，以及綜合財務報表是否中肯反映相關交易及事項。
- 計劃並進行貴集團的審計工作以就貴集團內實體或業務單位的財務資訊獲取充足而適當的審計憑證，作為對貴集團財務報表發表意見的基準。我們負責貴集團審計工作的方向、監督及審閱。我們為審計意見承擔全部責任。

我們與審核委員會商討(其中包括)已計劃的審計範圍、時間安排及重大審計發現，包括我們在審計中識別出內部控制的任何重大缺陷。

我們亦向審核委員會提交聲明，說明我們已符合有關獨立性的相關道德要求，並與彼等商討有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及(倘適用)用以消除對獨立性產生威脅的行動或採取的防範措施。

Independent Auditor's Report (Continued)
獨立核數師報告 (續)

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

From the matters communicated with the directors, 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.

BDO Limited
Certified Public Accountants
Tsui Ka Che, Norman
Practising Certificate Number: P05057

Hong Kong, 27 March 2025

核數師就審計綜合財務報表承擔的責任(續)

從與董事溝通的事項中，我們確定該等事項對本期綜合財務報表的審計最為重要，並因而構成關鍵審計事項。我們在核數師報告中描述該等事項，除非法律法規不允許公開披露有關事項，或在極端罕見的情況下，倘合理預期在我們報告提及事項造成的不良後果重於產生的公眾利益，則我們決定不應在報告中提及有關事項。

香港立信德豪會計師事務所有限公司
執業會計師
徐家賜
執業證書編號：P05057

香港，二零二五年三月二十七日

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

綜合全面收益表

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

| | | Notes 附註 | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|----------------------------|-------------|-----------------------------------|-----------------------------------|
| Revenue | 收入 | 7(a) | 378,901 | 353,966 |
| Cost of inventories sold | 已售存貨成本 | | (151,121) | (139,169) |
| Other operating income and gains | 其他經營收入及得益 | 7(b) | 227,780 | 214,797 |
| Decrease in fair value of investment properties | 投資物業之公平值減少 | | 37,918 | 35,213 |
| Selling and distribution costs | 銷售及分銷成本 | 15 | (19,500) | (12,600) |
| Administrative expenses | 行政開支 | | (215,734) | (266,797) |
| Other operating expenses | 其他經營開支 | | (35,123) | (42,532) |
| Impairment loss on loan receivables | 應收貸款減值損失 | | (2,156) | (1,177) |
| Finance costs | 融資成本 | 8 | – | (36,377) |
| | | | (48,423) | (46,859) |
| Loss before income tax | 除所得稅前虧損 | 9 | (55,238) | (156,332) |
| Income tax (expense)/credit | 所得稅(開支)/抵免 | 10 | (489) | 3,754 |
| Loss and total comprehensive income for the year and attributable to owners of the Company | 年內本公司擁有人應佔虧損及全面收益總額 | | (55,727) | (152,578) |
| Loss per share for loss attributable to the owners of the Company during the year: | 年內本公司擁有人應佔虧損之每股虧損： | | | |
| – Basic and diluted (RMB cents) | – 基本及攤薄(人民幣分) | 12 | (5.37) | (14.71) |

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

As at 31 December 2024
於二零二四年十二月三十一日

| | | As at 31 December 於十二月三十一日 | |
|--|------------------|-----------------------------------|-----------------------------------|
| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
| | Notes 附註 | | |
| ASSETS AND LIABILITIES | 資產及負債 | | |
| Non-current assets | 非流動資產 | | |
| Property, plant and equipment | 物業、廠房及設備 | 13 99,926 | 112,204 |
| Right-of-use assets | 使用權資產 | 14 300,251 | 320,320 |
| Investment properties | 投資物業 | 15 226,500 | 246,000 |
| Intangible assets | 無形資產 | 16 4,047 | 6,306 |
| Deposits paid | 已付按金 | 17 19,520 | 19,376 |
| Interests in an associate | 於一間聯營公司之權益 | 18 – | – |
| Deferred tax assets | 遞延稅項資產 | 28 76,954 | 87,223 |
| | | 727,198 | 791,429 |
| Current assets | 流動資產 | | |
| Inventories and consumables | 存貨及易耗品 | 19 4,525 | 6,436 |
| Trade and loan receivables | 應收貿易賬款及貸款 | 20 35,808 | 30,514 |
| Deposits paid, prepayments and other receivables | 已付按金、預付款項及其他應收款項 | 17 15,059 | 26,975 |
| Tax recoverable | 可收回稅項 | 71 | 19 |
| Pledged bank deposit | 已抵押銀行存款 | 21 2,000 | 2,000 |
| Cash and cash equivalents | 現金及現金等價物 | 22 25,087 | 40,002 |
| | | 82,550 | 105,946 |
| Current liabilities | 流動負債 | | |
| Trade payables | 應付貿易賬款 | 23 48,283 | 46,570 |
| Contract liabilities | 合約負債 | 24 10,629 | 13,051 |
| Deposits received, other payables and accruals | 已收按金、其他應付款項及應計費用 | 25 143,331 | 118,541 |
| Amount due to a director | 應付一名董事款項 | 26 59 | 59 |
| Lease liabilities | 租賃負債 | 14 39,761 | 51,859 |
| Borrowings | 銀行借貸 | 27 7,827 | 5,712 |
| Provision for taxation | 稅項撥備 | 8,900 | 9,070 |
| | | 258,790 | 244,862 |
| Net current liabilities | 流動負債淨值 | (176,240) | (138,916) |
| Total assets less current liabilities | 總資產減流動負債 | 550,958 | 652,513 |

Consolidated Statement of Financial Position (Continued)

綜合財務狀況表（續）

As at 31 December 2024
於二零二四年十二月三十一日

| | | As at 31 December 於十二月三十一日 | |
|--------------------------------|--------------|-----------------------------------|-----------------------------------|
| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
| | Notes 附註 | | |
| Non-current liabilities | 非流動負債 | | |
| Lease liabilities | 租賃負債 | 14 | 429,161 |
| Borrowings | 銀行借貸 | 27 | 145,752 |
| Deferred tax liabilities | 遞延稅項負債 | 28 | 90,768 |
| | | 619,853 | 665,681 |
| Net liabilities | 負債淨值 | (68,895) | (13,168) |
| EQUITY | 權益 | | |
| Share capital | 股本 | 29 | 10,125 |
| Reserves | 儲備 | 30 | (23,293) |
| Capital deficiency | 資本虧絀 | (68,895) | (13,168) |

Zhuang Lu Kun
莊陸坤
Director
董事

Zhuang Pei Zhong
莊沛忠
Director
董事

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

| | | Share capital | Share premium | Statutory reserve | Statutory welfare reserve | Merger reserve | Property revaluation reserve | Translation reserve | Accumulated losses | Total |
|---|-------------------------|---------------|---------------|-------------------|---------------------------|----------------|------------------------------|---------------------|--------------------|-----------|
| | | 股本 | 股份溢價 | 法定儲備 | 福利基金 | 合併儲備 | 重估儲備 | 換算儲備 | 累計虧損 | 總計 |
| | | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 |
| At 1 January 2023 | 於二零二三年一月一日 | 10,125 | 252,478 | 68,971 | 2,286 | 12,373 | 431 | (969) | (206,285) | 139,410 |
| Loss for the year | 年內虧損 | - | - | - | - | - | - | - | (152,578) | (152,578) |
| Total comprehensive income for the year | 年內全面收益總額 | - | - | - | - | - | - | - | (152,578) | (152,578) |
| Transfer to statutory reserve | 轉移至法定儲備 | - | - | 32 | - | - | - | - | (32) | - |
| At 31 December 2023 and 1 January 2024 | 於二零二三年十二月三十一日及二零二四年一月一日 | 10,125 | 252,478 | 69,003 | 2,286 | 12,373 | 431 | (969) | (358,895) | (13,168) |
| Loss for the year | 年內虧損 | - | - | - | - | - | - | - | (55,727) | (55,727) |
| Total comprehensive income for the year | 年內全面收益總額 | - | - | - | - | - | - | - | (55,727) | (55,727) |
| At 31 December 2024 | 於二零二四年十二月三十一日 | 10,125 | 252,478 | 69,003 | 2,286 | 12,373 | 431 | (969) | (414,622) | (68,895) |

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

| | Notes 附註 | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|------------------------|-----------------------------------|-----------------------------------|
| Cash flows from operating activities | 經營活動的現金流量 | | |
| Loss before income tax | 除所得稅前虧損 | (55,238) | (156,332) |
| Adjustments for: | 就以下各項作出調整： | | |
| Interest income | 利息收入 | 7(b) (274) | (662) |
| Finance costs | 融資成本 | 8 48,423 | 46,859 |
| Depreciation of property, plant and equipment | 物業、廠房及設備折舊 | 9 42,393 | 55,408 |
| Depreciation of right-of-use assets | 使用權資產折舊 | 9 45,954 | 59,191 |
| (Gain)/loss on disposal of property, plant and equipment | 出售物業、廠房及設備 (得益)/虧損 | 9 (10) | 86 |
| Gain on early termination of leases | 提早終止租賃得益 | 7(b) (5,513) | – |
| Decrease in fair value of investment properties | 投資物業公平值減少 | 15 19,500 | 12,600 |
| Amortisation of intangible assets | 無形資產攤銷 | 9 1,477 | 1,282 |
| (Reversal of impairment)/impairment loss on property, plant and equipment, net | 物業、廠房及設備之(減值撥回)/減值虧損淨額 | 9 (450) | 11,404 |
| Impairment loss on right-of-use assets, net | 使用權資產之減值虧損淨額 | 9 10,727 | 26,567 |
| Impairment loss on intangible assets | 無形資產之減值虧損 | 9 2,341 | 1,839 |
| Impairment loss on loan receivables | 應收貸款減值虧損 | – | 36,377 |
| Obsolete inventories written-off | 陳舊存貨撇銷 | 9 48 | 97 |
| Written-off of property, plant and equipment | 物業、廠房及設備撇銷 | 9 775 | – |
| Operating profit before working capital changes | 營運資金變動前經營溢利 | 110,153 | 94,716 |
| Decrease in inventories and consumables | 存貨及易耗品減少 | 1,863 | 5,927 |
| Increase in trade and loan receivables | 應收貿易賬款及貸款增加 | (5,294) | (13,624) |
| Decrease in deposits paid, prepayments and other receivables | 已付按金、預付款項及其他應收款項減少 | 11,916 | 7,542 |
| Increase/(decrease) in trade payables | 應付貿易賬款增加/(減少) | 1,713 | (7,459) |
| Decrease in contract liabilities | 合約負債減少 | (2,422) | (6,743) |
| Increase in deposits received, other payables and accruals | 已收按金、其他應付款項及應計費用增加 | 24,790 | 27,645 |
| Cash generated from operations | 經營業務所得現金 | 142,719 | 108,004 |
| Interest received | 已收利息 | 274 | 662 |
| Income tax paid | 已繳所得稅 | (711) | (998) |
| Net cash generated from operating activities | 經營業務所得現金淨額 | 142,282 | 107,668 |

Consolidated Statement of Cash Flows (Continued)

綜合現金流量表（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

| | | Notes 附註 | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|--------------------------|-------------|-----------------------------------|-----------------------------------|
| Cash flows from investing activities | 投資活動的現金流量 | | | |
| Payments to deposits of leases | 租賃按金付款 | | (1,591) | (3,694) |
| Refunds of deposits of leases | 退還租賃按金 | | 1,447 | 238 |
| Purchase of property, plant and equipment | 購入物業、廠房及設備 | | (31,776) | (28,391) |
| Purchase of intangible assets | 購入無形資產 | | (1,559) | (2,964) |
| Proceeds from disposals of property, plant and equipment | 出售物業、廠房及設備所得款項 | | 1,346 | 159 |
| <i>Net cash used in investing activities</i> | <i>投資活動所用現金淨額</i> | | (32,133) | (34,652) |
| Cash flows from financing activities | 融資活動的現金流量 | | | |
| Repayment of borrowings | 償還借貸 | 36 | (5,712) | (5,712) |
| Repayment of principal portion of lease liabilities | 償還租賃負債之本金部分 | 36 | (70,929) | (46,614) |
| Repayment of interest portion of lease liabilities | 償還租賃負債之利息部分 | 36 | (41,966) | (40,311) |
| Interest paid | 已付利息 | 36 | (6,457) | (6,548) |
| <i>Net cash used in financing activities</i> | <i>融資活動所用現金淨額</i> | | (125,064) | (99,185) |
| Net decrease in cash and cash equivalents | 現金及現金等價物減少淨額 | | (14,915) | (26,169) |
| Cash and cash equivalents at 1 January | 於一月一日的現金及現金等價物 | | 40,002 | 66,171 |
| Cash and cash equivalents at 31 December | 於十二月三十一日的現金及現金等價物 | 22 | 25,087 | 40,002 |

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

1. GENERAL INFORMATION

Jiahua Stores Holdings Limited (the “Company”) was incorporated in the Cayman Islands on 4 September 2006 as an exempted company with limited liability. The address of its registered office and its principal place of business are located at Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, the Cayman Islands and Level 4, Jiahua Ming Yuan, No. 246 Xinhua Road, Baoan Central District, Shenzhen, Guangdong Province, the People’s Republic of China (the “PRC”) respectively. The Company’s shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

The principal activity of the Company is investment holding. Details of the principal activities of the Company’s subsidiaries are set out in note 35 to the consolidated financial statements. “The Group” comprises the Company and its subsidiaries.

2. BASIS OF PREPARATION

(a) Statement of compliance

The consolidated financial statements on pages 73 to 181 have been prepared in accordance with HKFRS Accounting Standards including Hong Kong Financial Reporting Standards (“HKFRS”), Hong Kong Accounting Standards (“HKAS”) and Interpretations and the disclosure requirements of the Hong Kong Companies Ordinance. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange.

The material accounting policy information that have been used in the preparation of the consolidated financial statements are summarised in note 3. These policies have been consistently applied to all the years presented unless otherwise stated. The adoption of new or amended HKFRS Accounting Standards and the impacts on the consolidated financial statements, if any, are disclosed in note 4.

It should be noted that accounting estimates and assumptions are used in preparation of the consolidated financial statements. Although these estimates are based on management’s best knowledge and judgement of current events and actions, actual results may ultimately differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in note 5.

1. 一般資料

佳華百貨控股有限公司(「本公司」)於二零零六年九月四日在開曼群島註冊成立為獲豁免有限公司。其註冊辦事處及主要營業地點分別位於Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands及中華人民共和國(「中國」)廣東省深圳市寶安中心區新湖路246號佳華名苑四樓。本公司股份於香港聯合交易所有限公司(「聯交所」)主板上市。

本公司主要業務為投資控股。本公司附屬公司之主要業務詳情載於綜合財務報表附註35。「本集團」包括本公司及其附屬公司。

2. 編製基準

(a) 合規聲明

第73至181頁所載之綜合財務報表乃根據香港財務報告準則會計準則，包括香港財務報告準則(「香港財務報告準則」)、香港會計準則(「香港會計準則」)及香港《公司條例》之適用披露編製。此外，綜合財務報表包括聯交所證券上市規則所要求之適用披露。

編製此等綜合財務報表時所採用重大會計政策資料於附註3概述。除另有說明者外，此等政策已獲貫徹應用於所有呈報年度。採納新訂或經修訂香港財務報告準則及會計準則及對綜合財務報表之影響(如有)於附註4披露。

務請注意，編製綜合財務報表時須作出會計估計及假設。儘管此等估計乃以管理層就現行事件及行動的最佳認知及判斷為基準，惟實際結果最終或會與該等估計不同。涉及高度判斷或複雜性的範圍，或對綜財務報表屬重大的假設及估計範圍，於附註5披露。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

2. BASIS OF PREPARATION (Continued)

(b) Basis of measurement and going concern assumption

The consolidated financial statements have been prepared on the historical cost basis except for investment properties which are stated at fair values. The measurement bases are described in the material accounting policy information in note 3.

The Group incurred a loss of approximately RMB55,727,000 for the year ended 31 December 2024, and as of 31 December 2024, the Group had net current liabilities and net liabilities of approximately RMB176,240,000 and RMB68,895,000, respectively, while the Group had cash and cash equivalents of approximately RMB25,087,000 only.

In assessing the appropriateness of the use of the going concern basis in the preparation of the consolidated financial statements, the directors of the Company (the “Directors”) have prepared a cash flow forecast covering a period from the end of the reporting period to June 2026 (the “Cash Flow Forecast”). The Directors have given careful consideration to the future liquidity and performance of the Group and the Group’s available sources of financing in assessing whether the Group will have sufficient financial resources to continue as a going concern. The following considerations have been taken into account in the Cash Flow Forecast:

- (i) The Group had undrawn loan facility of RMB50,000,000 with a related company, namely Shenzhen Baijiahua Group Company Limited (“BJH Group”), in which Mr. Zhuang Lu Kun and his spouse, Mrs. Zhuang Su Lan have beneficial interests. Details of the loan facility are disclosed in note 33(b)(iv);

2. 編製基準 (續)

(b) 計量基準及持續經營假設

綜合財務報表已按歷史成本基準編製，以公平值計量之投資物業除外。計量基準於附註3重大會計政策資料內描述。

截至二零二四年十二月三十一日止年度，本集團虧損約人民幣55,727,000元，及於二零二四年十二月三十一日，本集團流動負債淨額及負債淨額分別約人民幣176,240,000元及人民幣68,895,000元，而本集團擁有現金及現金等價物僅約人民幣25,087,000元。

為評估在編製綜合財務報表時使用持續經營基準的適當性，本公司董事（「董事」）編製了自本報告期間結束至二零二六年六月期間的現金流量預測（「現金流量預測」）。董事已審慎考慮本集團未來流動資金及表現，以及本集團可動用的融資來源，以評估本集團是否擁有足夠財務資源以持續經營。現金流量預測已考慮以下因素：

- (i) 本集團尚未提取一家關聯公司深圳百佳華集團有限公司（「百佳華集團」）的貸款融資人民幣50,000,000元，而莊陸坤先生及其配偶莊素蘭女士擁有實益權益。有關貸款融資的詳情於附註33(b)(iv)內披露；

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

2. BASIS OF PREPARATION (Continued)

(b) Basis of measurement and going concern assumption (Continued)

- (ii) The Group has also obtained the financial support from BJH Group to provide continuing financial support to the Company including but not limited to additional fund lending and defer lease payments to BJH Group and its subsidiary as and when needed, so as to enable the Group to meet its obligations and liabilities as and when they fall due and to continue its day-to-day business operations as a viable going concern notwithstanding any present or future financial difficulties; and
- (iii) The management of the Group has been endeavouring to enhance its operation to improve its cash flow from operations to strengthen its working capital.

In the opinion of the Directors, the Group will have sufficient financial resources to finance its operations and meet its financial obligations as and when they fall due so as to enable the Group to operate in the foreseeable future. Accordingly, the Directors consider that it is appropriate to prepare the consolidated financial statements on a going concern basis.

2. 編製基準(續)

(b) 計量基準及持續經營假設(續)

- (ii) 本集團亦已獲得百佳華集團的財務支持，包括但不限於在需要時向百佳華集團及其附屬公司追加資金借貸及延期租賃付款，以期使本集團能夠在到期時履行其義務和負債，並在當前或未來出現任何財務困難的情況下，作為可行的持續經營業務繼續其日常業務運營；及
- (iii) 本集團管理層一直致力加強營運以改善營運現金流量以加強營運資金。

董事認為，本集團將有充足的財務資源為其營運提供資金並履行到期的財務責任，使本集團可於可見未來營運。因此，董事認為，以持續經營為基準編製綜合財務報表是適當的。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

2. BASIS OF PREPARATION (Continued)

(b) Basis of measurement and going concern assumption (Continued)

Notwithstanding the above, there are inherent uncertainties associated with the outcome of management's plans and measures that include whether (i) BJH Group would be able to provide timely access to funds when the Group draws down the loan; (ii) successfully obtaining continuing financial support from BJH Group; and (iii) successfully generating sufficient operating cash flows based on its Cash Flow Forecast. These indicate the existence of a material uncertainty that may cast significant doubt on the Group's ability to continue as a going concern, and therefore it may be unable to realise its assets and discharge its liabilities in the normal course of business.

Should the Group be unable to continue in business as a going concern, adjustments would have to be made to reduce the carrying values of the Group's assets to their net realisable amounts, to provide for liabilities which might arise, and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effect of these adjustments has not been reflected in the consolidated financial statements.

(c) Functional and presentation currency

Items included in the financial statements of each of the group entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Renminbi ("RMB"), which is the Company's presentation and functional currency. All values are rounded to the nearest thousands except when otherwise indicated.

2. 編製基準(續)

(b) 計量基準及持續經營假設(續)

儘管如此，管理層的計劃及措施的結果仍存在固有的不確定性，包括(i)當本集團提取貸款時，百佳華集團是否能夠及時提供資金；(ii)成功獲得百佳華集團的持續財務支援；(iii)根據現金流量預測成功產生足夠的經營現金流量。這些情況顯示存在重大不確定性，可能會對本集團的持續經營能力產生重大疑慮，因此本集團可能無法在正常業務過程中變現其資產及解除其負債。

如果本集團無法持續經營，則必須進行調整以將本集團資產的賬面價值減少至其可變現金淨額，為可能產生的負債撥備，並重新分類非流動資產和非流動負債分為流動資產和流動負債。這些調整的影響並未反映在綜合財務報表中。

(c) 功能及呈列貨幣

各集團實體財務報表中的項目皆按有關實體營運所在的主要經濟環境的貨幣(「功能貨幣」)計算。綜合財務報表則以人民幣(「人民幣」)(本公司的呈報及功能貨幣)呈列。除另有指明外，所有數值四捨五入至最接近千位。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Group. Inter-company transactions and balances between group companies together with unrealised profits are eliminated in full in preparing the consolidated financial statements. Unrealised losses are also eliminated unless the transaction provides evidence of impairment on the asset transferred, in which case the loss is recognised in profit or loss.

3.2 Subsidiaries

A subsidiary is an investee over which the Company is able to exercise control. The Company controls an investee if all three of the following elements are present: (i) power over the investee, (ii) exposure, or rights, to variable returns from the investee, and (iii) the ability to use its power to affect those variable returns. Control is reassessed whenever facts and circumstances indicate that there may be a change in any of these elements of control.

In the Company's statement of financial position, investments in subsidiaries are stated at cost less impairment loss, if any. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

3. 重大會計政策資料

3.1 綜合賬目基準

綜合財務報表包括本集團的財務報表。集團公司之間進行之交易及結餘以及未變現利潤乃於編製綜合財務報表時全數對銷。未變現虧損亦予以銷，除非該交易提供有關所轉讓資產之減值證據，於此情況下，虧損於損益內確認。

3.2 附屬公司

附屬公司指本公司能夠行使控制權的被投資公司。倘所有以下三項元素存在，則本公司乃控制被投資公司：(i)對被投資公司擁有權力、(ii)就被投資公司的可變回報承受風險或擁有權利及(iii)使用其權力影響該等可變回報的能力。當有事實及情況表明任何該等控制元素可能存在變動時，則控制權予以重估。

於本公司的財務狀況表中，於附屬公司的投資乃按成本減去減值虧損(如有)列賬。附屬公司的業績由本公司按已收及應收股息為基準入賬。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.3 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The cost of property, plant and equipment includes its purchase price and the costs directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are recognised as an expense in profit or loss during the financial period in which they are incurred.

Property, plant and equipment are depreciated so as to write off their cost net of expected residual value over their estimated useful lives on a straight-line basis. The useful lives, residual value and depreciation method are reviewed, and adjusted if appropriate, at the end of each reporting period. The useful lives are as follows:

| | |
|-----------------------------------|---|
| Leasehold buildings | 54 years or over the terms of land use rights, whichever is shorter |
| Leasehold improvements | 5 to 10 years or over the lease terms, whichever is shorter |
| Plant and machinery | 10% |
| Motor vehicles and tools | 20% |
| Furniture, fixtures and equipment | 20% |

The gain or loss on disposal of an item of property, plant and equipment is the difference between the net sale proceeds and its carrying amount, and is recognised in profit or loss on disposal.

3. 重大會計政策資料(續)

3.3 物業、廠房及設備

物業、廠房及設備按成本減累計折舊及累計減值虧損列賬。物業、廠房及設備的成本包括其購買價及收購項目的直接應佔成本。

其後成本僅在與該項目相關的未來經濟利益很可能流入本集團且該項目的成本能夠可靠計量時，方計入該資產的賬面值或確認為獨立資產(如適用)。被替換部分的賬面價值被終止確認。所有其他維修及保養在其發生的財務期間在損益中確認為開支。

物業、廠房及設備折舊以按直線法將其成本淨額在估計可使用年限內扣除預期剩餘值。於各報告期末，對可使用年限，剩餘價值及折舊方法進行審查並在適當時進行調整。使用年限如下：

| | |
|----------|--------------------|
| 租賃樓宇 | 54年或土地使權期限(以較短者為準) |
| 租賃物業裝修 | 5至10年或按租期(以較短者為準) |
| 廠房及機械 | 10% |
| 汽車及工具 | 20% |
| 家具、裝置及設備 | 20% |

出售物業、廠房及設備項目的得益或虧損為出售所得款項淨額與其賬面值之間的差額，並於出售時於損益中確認。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.4 Investment properties

Investment properties are properties held either to earn rentals or for capital appreciation or for both, but not held for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment properties are measured at cost on initial recognition and subsequently at fair value with any change therein recognised in profit or loss.

3.5 Intangible assets

(i) Intangible assets acquired separately

Intangible assets acquired separately are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses.

The amortisation expense is recognised in profit or loss and included in administrative expenses. The useful lives and amortisation method are reviewed, and adjusted if appropriate, at the end of each reporting period. Amortisation is provided on a straight-line basis over their useful lives as follows:

| | |
|-------------------|------------|
| Computer software | 5–10 years |
|-------------------|------------|

(ii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

(iii) Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

3. 重大會計政策資料(續)

3.4 投資物業

投資物業乃為賺取租金或資本增值或達成上述兩項目的而持有的物業，且並非於日常業務過程中持有作銷售，也並非用於生產或提供產品或服務或用於行政用途。投資物業於初始確認時按成本計量，其後按公平值計量，而當中的任何變動會損益中確認。

3.5 無形資產

(i) 個別收購的無形資產

個別收購的無形資產初步按成本確認。其後，具有限使用年期的無形資產以成本減累計攤銷及累計減值虧損列賬。

攤銷開支於損益中確認並計入行政開支。使用年期及攤銷方法於各報告期末檢討及於適當時予以調整。攤銷在其使用年期內採用直線法撥備如下：

| | |
|------|-------|
| 電腦軟件 | 5至10年 |
|------|-------|

(ii) 其後開支

其後開支僅於其增加有關特定資產的未來經濟利益時予以資本化。所有其他開支於產生時在損益表內確認。

(iii) 終止確認無形資產

無形資產於出售或當預期使用或出售該資產後不會帶來未來經濟利益時終止確認。終止確認無形資產產生之得益或虧損按出售所得款淨額與資產賬面值間之差額計算，並於終止確認時於損益內予以確認。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.5 Intangible assets (Continued)

(iv) Impairment of intangible assets

Intangible assets with finite lives are tested for impairment when there is an indication that an asset may be impaired. Intangible assets not yet available for use are tested for impairment annually, irrespective of whether there is any indication that they may be impaired. Intangible assets are tested for impairment by comparing their carrying amounts with their recoverable amounts (see note 3.6).

3.6 Impairment of assets (other than financial assets)

At the end of each reporting period, the Group reviews the carrying amounts of assets (other than financial assets and intangible assets not yet available for use) to determine whether there is any indication that those assets have suffered an impairment loss or an impairment loss previously recognised no longer exists or may have decreased.

If the recoverable amount (i.e. the greater of the fair value less costs of disposal and value-in-use) of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately, unless the relevant asset is carried at a revalued amount under another HKFRS Accounting Standard in which case the impairment loss is treated as a revaluation decrease under that HKFRS Accounting Standard.

For the purposes of assessing impairment, where an asset does not generate cash inflows largely independent from those from other assets, the recoverable amount is determined for the smallest group of assets that generate cash inflows independently (i.e. a cash-generating unit).

3. 重大會計政策資料(續)

3.5 無形資產(續)

(iv) 無形資產減值

倘有跡象顯示，具有有限可使用年期之無形資產可能減值，則會進行減值測試。尚未可供使用之無形資產每年進行減值測試，不論該等無形資產是否已出現任何減值跡象。無形資產乃透過比較其賬面值及可收回金額進行減值測試（請參閱附註3.6）。

3.6 資產減值(金融資產除外)

於各報告期末，本集團審閱資產(金融資產及尚未可使用的無形資產除外)之賬面值，以釐定是否有任何跡象顯示該等資產已遭受減值虧損或先前確認之減值虧損不再存在或已減少。

倘估計資產之可收回金額(即公平值減出售成本及使用價值兩者中較高者)少於其賬面值，則該項資產賬面值將減少至其可收回金額。減值虧損會被即時確認為開支，除非有關資產按另一香港財務報告準則會計準則按重估金額列賬，在此情況下，減值虧損根據該香港財務報告準則會計準則被視為重估減值。

就評估減值而言，倘資產並無產生主要取決於其他資產的現金流入，則可收回金額按獨立產生現金流入的最小資產組別(即現金產生單位)而釐定。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.6 Impairment of assets (other than financial assets) (Continued)

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income immediately.

Value-in-use is based on the estimated future cash flows expected to be derived from the asset or cash-generating unit, 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 cash-generating unit.

3.7 Revenue recognition

(i) Sale of goods

The Group sells goods directly to retail customers within retail stores. Revenue recognised from sale of goods is recognised at a point in time when the product is transferred to the customers. There is generally only one performance obligation. Payment of the transaction price is due immediately when the customers purchase the good. Discounts, coupons and other cash incentive to customers are accounted for as reduction of the transactions prices.

Some of the Group's contracts with customers from the sale of goods provides customers a right of return. These rights of return allow the returned goods to be refunded in cash. The right of return gives rise to variable consideration. The variable consideration is estimated at contract inception and constrained until the associated uncertainty is subsequently resolved. The application of the constraint on variable consideration increases the amount of revenue that will be deferred. In addition, a refund liability and a right to recover returned goods assets are recognised.

3. 重大會計政策資料(續)

3.6 資產減值(金融資產除外)(續)

倘減值虧損於隨後撥回，則資產之賬面值乃增至其可收回之經修訂估計金額，惟所增加之賬面值不可超過假設過往年度並無就資產確認減值虧損原應釐定之賬面值。減值虧損撥回即時確認為收入。

使用價值乃根據預期將來自資產或現金產生單位的估計未來現金流量折現至其現值，並使用反映現行市場對貨幣時間價值的評估及資產或現金產生單位之特定風險的除稅前貼現率貼現至其現值。

3.7 收入確認

(i) 銷售商品

本集團於零售店直接向零售客戶銷售商品。自銷售商品確認的收益乃於產品轉移至客戶的時間點確認。通常僅有一項履約責任。交易價格於客戶購買商品時即時到期支付。提供予客戶的折扣、優惠券及其他現金優惠列賬為交易價格扣減。

本集團來自銷售商品的若干客戶合約向客戶提供退貨權。該等退貨權許退回貨品時獲得現金退款。退貨權產生可變代價。可變代價乃於合約開始時估計並受限制至相關不確定性其後得到解決。對可變代價的限制應用增加將會遞延的收益金額。此外，退款責任及收回被退回商品資產的權利予以確認。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.7 Revenue recognition (Continued)

(ii) Commissions from concessionaire sales

The Group recognises commission income over time which it is entitled and is based on certain percentage of sales made by the concessionaires in accordance with the terms of contracts. When they fail to meet the minimum guarantee income in accordance with the terms of certain contracts, the minimum guarantee amount is recognised as income as it is the amount that the Group has the right to receive. Invoices are usually payable from 30 to 90 days.

(iii) Customer loyalty programme and prepaid gift cards

The Group operates a customer loyalty programme where retail customers accumulate points for purchases made which entitle them to redeem award points for discounts in future purchase. The transaction price of award points is allocated to the product and the award points on a relative stand-alone selling price basis. Revenue from the award points and prepaid gift cards is recognised when the award points and prepaid gift cards are redeemed. Contract liabilities are recognised until the award points and prepaid gift cards are redeemed. Contract liabilities in relation to customer loyalty programme and prepaid gift cards were included in contract liabilities.

3. 重大會計政策資料(續)

3.7 收入確認(續)

(ii) 專賣銷售佣金

本集團有權收取佣金收入，並根據合約條款所規定專賣銷售的若干百分比予以確認。當未能達致若干合約條款所規定的最低保證收入時，低保證收入確認為收入，因本集團有權收取低保證收入。發票通常於30至90日內收取。

(iii) 客戶長期支持計劃及預付禮品卡

本集團經營客戶長期支持計劃，使零售客戶購物時可以累積獎勵積分並按此戶可行使獎勵積分以換取日後購物折扣。獎勵積分之交易作價乃按相對獨立之售價基準分攤至產品及獎勵積分。當獎勵積分及預付禮品卡獲行使或其行使期限屆滿時，獎勵積分及預付禮品卡所產生之相關收入將獲確認。直至獎勵積分及預付禮品卡獲行使之前，將確認為合約負債。與客戶長期支持計劃及預付禮品卡有關的合約負債已計入合約負債。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.7 Revenue recognition (Continued)

(iv) Variable consideration

For contracts that contain variable consideration, the Group recognises the amount of consideration to which it is entitled using the most likely amount, which better predicts the amount of consideration to which the Group is entitled. The amount of variable consideration is included in the transaction price only to the extent that it is highly probable that such an inclusion will not result in a significant revenue reversal in the future when the uncertainty associated with the variable consideration is subsequently resolved.

(v) Principal versus agent

When another party is involved in providing goods or services to a customer, the Group determines whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the Group is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the Group is an agent). The Group is a principal if it controls the specified goods or service before that goods or service is transferred to a customer. The Group is an agent if its performance obligation is to arrange for the provision of the specified goods or service by another party. In this case, the Group does not control the specified goods or service provided by another party before that goods or service is transferred to the customer. When the Group acts as an agent, it recognises revenue in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party.

The Group acts as an agent for concessionaire sales as the Group does not control the specified goods provided by the concessionaires before the goods transferred to a customer.

3. 重大會計政策資料(續)

3.7 收入確認(續)

(iv) 可變代價

就包含可變代價的合約而言，本集團使用最可能金額(更佳預測本集團有收取的代價金額)確認其有權收取的代價金額。可變代價之金額僅在計入交易價格將不會於未來與可變代價相關不確定因素其後獲解決後導致大額收益遭撥回的範圍內計入交易價格。

(v) 當事人與代理人

當另一方從事向客戶提供貨品或服務，本集團釐定其承諾之性質是否為提供指定貨品或服務本身之履約義務(即本集團為當事人)或安排由另一方提供該等貨品或服務(即本集團為代理人)。倘本集團在向客戶轉讓貨品或服務之前控制指定貨品或服務，則本集團為當事人。倘本集團之履約義務為安排另一方提供指定之貨品或服務，則本集團為代理人。在此情況下，在將貨品或服務轉讓予客戶之前，本集團不控制另一方提供之指定貨品或服務。當本集團為代理人時，應就為換取另一方安排提供之指定貨品或服務預期有權取得之任何收費或佣金之金額確認收益。

本集團為專賣銷售的代理人，因商品轉移至客戶前本集團並不控制專櫃所提供指定商品。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.7 Revenue recognition (Continued)

(vi) Rental income

Rental income under operating leases is recognised in accordance with note 3.8.

(vii) Administration and management fee income

The Group provides administration and management service to operators of concessionaire counters and tenants. The administration and management fee income is recognised overtime when the Group transfers the control of services over time based on the actual service provided to the end of the reporting period as a proportion of the total services to be provided, as the operators of concessionaire counters and tenants receive and consume the benefits simultaneously. Invoices are usually receivable from 30 to 90 days.

(viii) Interest income

Interest income is accrued on a time basis on the principal outstanding at the applicable interest rate using effective interest method.

(ix) Contract assets and contract liabilities

A contract asset represents rights to consideration in exchange for services that the Group has transferred to a customer that is not yet unconditional.

A contract liability represents the Group's obligations to transfer services to a customer for which the Group has received consideration, (or an amount of consideration is due) from the customer.

3.8 Leases

(i) The Group as a lessee

All leases are capitalised in the consolidated statement of financial position as right-of-use assets and lease liabilities, except for leases which are short-term leases. The lease payments associated with those leases have been expensed on straight-line basis over the lease term.

3. 重大會計政策資料(續)

3.7 收入確認(續)

(vi) 租金收入

經營租賃之租金收入乃根據附註3.8確認。

(vii) 行政及管理費收入

本集團向專櫃營運商及租戶提供行政及管理服務。行政管理費收入於本集團根據截至報告期末所提供實際服務(作為將予提供總服務的一部分)隨時間轉移服務控制權時予以確認,因專櫃營運商及租戶同時收取及消費利益。發票常於30至90日內收取。

(viii) 利息收入

利息收入乃採用實際利率法按照本金結存及適用之利率以時間基準累計。

(ix) 合約資產及合約負債

合約資產指換取本集團已轉移予客戶的服務(尚未成為無條件)代價的權利。

合約負債為本集團向客戶轉讓本集團已收取代價的服務的責任,或應自客戶收取代價金額。

3.8 租賃

(i) 本集團作為承租人

所有租賃於綜合財務狀況表資本化為使用權資產及租賃負債,惟屬短期租賃的租賃除外。與該等租賃相關的租賃付款已於租賃期內按直線法支銷。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.8 Leases (Continued)

(i) The Group as a lessee (Continued)

The Group determines the lease term as the non-cancellable period of a lease, together with both: (i) periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and (ii) periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. In assessing whether a lessee is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, the Group considers all relevant facts and circumstances that create an economic incentive for the Group as a lessee to exercise the option to extend the lease, or not to exercise the option to terminate the lease.

Right-of-use asset

The right-of-use asset is initially recognised at cost and would comprise: (i) the amount of the initial measurement of the lease liability (see below for the accounting policy to account for lease liability); (ii) any lease payments made at or before the commencement date, less any lease incentives received; (iii) any initial direct costs incurred by the lessee; and (iv) an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories. Except for right-of-use asset that meets the definition of an investment property, the Group measures the right-of-use assets applying a cost model. Under the cost model, the Group measures the right-of-use assets at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liability.

3. 重大會計政策資料(續)

3.8 租賃(續)

- (i) 本集團作為承租人(續)
- 本集團將租賃期間認定為租賃的不可撤銷期間，同時包括：(i)延長租賃選擇權涵蓋的期間（如果承租人合理確定會行使該選擇權）；及(ii)若承租人合理確定不會行使終止租約選擇權，則終止租賃選擇權所涵蓋的期間。在評估承租人是否合理確定會行使續約選擇權或不行使終止租賃選擇權時，本集團考慮所有對本集團作為承租人行使選擇權產生經濟激勵的相關事實和情況延長租約，或不行使終止租約的選擇權。

使用權資產

使用權資產初步按成本確認並將包括：(i)初始計量租賃負債的金額（見下文有關租賃負債入賬的會計政策）；(ii)於開始日期或之前作出的任何租賃付款減已收的任何租賃獎勵；(iii)承租人產生的任何初始直接成本；及(iv)承租人在根據租賃條款及條件規定的情況下分解及移除相關資產時將產生的估計成本，除非該等成本乃為生產存貨而產生則除外。除了符合投資物業之定義之使用權資產外，本集團應用成本模式計量使用權資產。根據成本模式，本集團按成本減任何累計折舊及任何減值虧損計量使用權資產，並就租賃負債的任何重新計量作出調整。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.8 Leases (Continued)

(i) The Group as a lessee (Continued)

Right-of-use asset (Continued)

The Group accounts for leasehold land and buildings that are held for rental or capital appreciation purpose under HKAS 40 and are carried at fair value. The Group accounts for leasehold buildings which is held for own use under HKAS 16 and are carried at cost less accumulated depreciation. The Group also has leased a number of properties under tenancy agreements which the Group exercises its judgement and determines that it is a separate class of asset from the leasehold buildings which is held for own use. As a result, the right-of-use assets arising from the properties under tenancy agreements are carried at depreciated cost.

Lease liability

The lease liability is initially recognised at the present value of the lease payments that are not paid at the date of commencement of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group uses the lessee's incremental borrowing rate.

The following payments for the right to use the underlying asset during the lease term that are not paid at the commencement date of the lease are considered to be lease payments: (i) fixed payments less any lease incentives receivable; (ii) variable lease payments that depend on an index or a rate, initially measured using the index or rate as at commencement date; (iii) amounts expected to be payable by the lessee under residual value guarantees; (iv) the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and (v) payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

3. 重大會計政策資料(續)

3.8 租賃(續)

(i) 本集團作為承租人(續) *使用權資產(續)*

本集團根據香港會計準則第40號將為租賃或資本增值目的而持有的租賃土地及樓宇入賬並按公平值列賬。本集團根據香港會計準則第16號將持作自用的租賃樓宇入賬並按成本減累計折舊列賬。本集團亦已根據租賃協議租賃若干物業，按本集團自行判斷，確認其為獨立於持作自用租賃樓宇的資產類別。因此，租賃協議項下物業產生的使用權資產按折舊成本列賬。

租賃負債

租賃負債按於租賃開始日期未支付之租賃付款的初始現值確認。租賃付款將採用租賃暗含的利率貼現(倘該利率可輕易釐定)。倘該利率無法輕易釐定，本集團將採用承租人的增量借款利率。

下列並非於租賃開始日期支付的租賃期內就相關資產之使用權支付之款項被視為租賃付款：(i) 固定付款減任何應收租賃獎勵；(ii) 初始按開始日期之指數或利率計量的浮動租賃付款(取決於指數或利率)；(iii) 承租人根據剩餘價值擔保預期應付的款項；(iv) 倘承租人合理確定行使購買選擇權，該選擇權的行使價；及(v) 倘租賃期反映承租人行使選擇權終止租賃，終止租賃之罰款付款。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.8 Leases (Continued)

(i) The Group as a lessee (Continued)

Lease liability (Continued)

Subsequent to the commencement date, the Group measures the lease liability by: (i) increasing the carrying amount to reflect interest on the lease liability; (ii) reducing the carrying amount to reflect the lease payments made; and (iii) remeasuring the carrying amount to reflect any reassessment or lease modification, or to reflect revised in-substance fixed lease payments.

When the Group renegotiates the contractual terms of a lease with the lessor, where the renegotiated increases the scope of the lease (an extension to the lease term), the lease liability is remeasured using the discount rate applicable on the modification date, with the right-of-use asset being adjusted by the same amount. If the renegotiation results in a decrease in the scope of the lease, both the carrying amount of the lease liability and right-of-use asset are reduced by the same proportion to reflect the partial or full termination of the lease with any difference recognised in profit or loss. The lease liability is then further adjusted to ensure its carrying amount reflects the amount of the renegotiated payments over the renegotiated term, with the modified lease payments discounted at the rate applicable on the modification date and the right-of-use asset is adjusted by the same amount.

Refundable rental deposits

Refundable rental deposits paid are accounted for under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

3. 重大會計政策資料(續)

3.8 租賃(續)

(i) 本集團作為承租人(續) *租賃負債(續)*

在開始日之後，本集團通過以下方式計量租賃負債：(i)增加賬面值以反映租賃負債的利息；(ii)減少賬面值以反映所支付的租賃款項；及(iii)重新計量賬面值以反映任何重新評估或租賃修訂，或反映修訂後的實質固定租賃付款額。

當本集團與出租人重新磋商租賃合約條款時，重新磋商增加租賃範圍(延長租期)，則使用於修改日期適用的貼現率重新計量租賃負債，且使用權資產按相同金額進行調整。倘重新磋商導致租賃範圍減小，則租賃負債的賬面值及使用權資產按相同比例減少，以反映部分或全部終止租賃，而任何差額於損益確認。其後對租賃負債進行進一步調整，以確保其賬面值反映經重新磋商期限內重新磋商的付款金額，經修改的租賃款項按於修改日期適用的比率貼現，且使用權資產按相同金額進行調整。

可退回租金按金

已支付之可退回租金按金乃根據香港財務報告準則第9號入賬，並初步按公平價值計量。首次確認時對公平價值之調整被視為額外租賃付款並計入使用權資產成本。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.8 Leases (Continued)

(ii) The Group as a lessor

Leases are classified as finance leases whenever the terms of the leases transfer substantially all the risks and rewards of ownership of the leased assets to the lessee. All other leases are classified as operating leases.

When the Group is an intermediate lessor, it accounts for the head lease and the sub-lease as two separate leases. The sub-lease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease.

Any changes in the scope of the consideration for a lease that was not part of the original terms and conditions of the lease are accounted for as lease modifications. The Group accounts for a modification to an operating lease as a new lease from the effective date of the modification, recognising the remaining lease payments as income on either a straight-line basis or another systematic basis over the remaining lease term.

Refundable rental deposits

Refundable rental deposits received are accounted for under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees.

3. 重大會計政策資料(續)

3.8 租賃(續)

(ii) 本集團作為出租人

凡租賃條款將租賃資產擁有權的絕大部分風險及回報轉移至承租人的租賃，均列作融資租賃。所有其他租賃則列作經營租賃。

倘本集團為中間出租人，其將總租約及分租約入賬為兩份獨立租約。經參考總租約產生的使用權資產，分租被分類為融資或經營租賃。

經營租約之租賃收入按直線法於相關租期內在損益確認。

租賃代價的範圍作出不屬於原租賃條款及條件一部份的改變將作為租賃修訂入賬。本集團自修訂生效日起將經營租賃修訂作為新租賃入賬，租賃付款餘額於餘下的租賃期內按直線法或另一體系基準確認為收入。

可退還租賃按金

已收取之可退還租賃按金根據香港財務報告準則第9號入賬，並初步按公平值計量。於初步確認時對公平值作出調整被視為承租人之額外租賃付款。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.9 Inventories and consumables

Inventories comprise merchandise for resale and are stated at lower of cost and net realisable value. Cost of merchandise, representing the purchase cost, is calculated on the first-in first-out basis. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make to sale.

Consumables for own consumption are stated at cost. Cost is determined using the weighted average method.

3.10 Income taxes

Income taxes for the year comprise current tax and deferred tax.

Current tax is based on the profit or loss from ordinary activities adjusted for items that are non-assessable or disallowable for income tax purposes and is calculated using tax rates that have been enacted or substantively enacted at the end of reporting period. 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 tax.

Deferred tax is recognised in respect of temporary differences. Except for goodwill not deductible for tax purposes and initial recognition of assets and liabilities that are not part of the business combination which affect neither accounting nor taxable profits and does not give rise to equal taxable and deductible temporary differences, taxable temporary differences arising on investments in subsidiaries where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future, deferred tax liabilities are recognised for all taxable temporary differences.

3. 重大會計政策資料(續)

3.9 存貨及易耗品

存貨包括為轉售商品，以成本值與可變現淨值兩者的較低者入賬。商品成本值(即購入成本)以先進先出法計算。可變現淨值乃按於日常業務中的預計銷售價減預計銷售成本。

自用的易耗品按成本入賬。成本以加權平均法釐定。

3.10 所得稅

年內所得稅包括即期及遞延稅項。

即期稅項乃根據日常業務中的損益項目計算，並根據就所得稅而言屬非課稅或不獲減免項目而作出調整，以及使用於結算日已制定或大致制定的稅率計算。應付或應收即期稅項的金額為預期將予支付或收取稅項金額的最佳估計，該金額反映與所得稅有關的任何不明朗因素。

遞延稅項乃暫時差額確認。除不可在稅務方面獲得扣減的商譽及不屬於不影響會計或應稅溢利且不會產生同等應納稅和可抵扣暫時性差異的業務合併部分的資產或負債的初始確認、於附屬公司及聯營公司的投資產生的應課稅暫時差額(當中本集團能夠控制暫時差額的撥回且暫時差額不會於可見將來撥回)以外，會就所有應課稅暫時差額確認遞延稅項負債。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.10 Income taxes (Continued)

Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised, provided that the deductible temporary differences are not arisen from initial recognition of assets and liabilities in a transaction other than in a business combination that affects neither taxable profit nor the accounting profit and does not give rise to equal taxable and deductible temporary differences. Deferred tax is measured at the tax rate appropriate to the expected manner in which the carrying amount of the asset or liability is realised or settled and that have been enacted or substantively enacted at the end of reporting period, and reflects any uncertainty related to income taxes.

An exception to the general requirement on determining the appropriate tax rate used in measuring deferred tax amount is when an investment property is carried at fair value under HKAS 40 "Investment Property". Unless the presumption is rebutted, the deferred tax amounts on these investment properties are measured using the tax rates that would apply on sale of these investment properties at their carrying amounts at the reporting date. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all the economic benefits embodied in the property over time, rather than through sale.

3.11 Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand, demand deposits with banks and short term highly liquid investments with original maturities of three months or less that are readily convertible into known amounts of cash, which are subject to an insignificant risk of changes in value, and have a short maturity of generally within 3 months when acquired.

For the purpose of the consolidated statement of financial position, cash and cash equivalents comprise cash on hand and at bank, excluding bank balances that are subject to third party contractual or/and regulatory restrictions that result in such balances no longer meeting the definition of cash.

3. 重大會計政策資料(續)

3.10 所得稅(續)

遞延稅項資產於可能有應課稅溢利以抵銷應課稅之暫時差額時確認，前提為應課稅之暫時差額並非由不影響應課稅溢利及會計溢利且不會產生同等應納稅和可抵扣暫時性差異之業務合併以外的交易中資產及負債的初步確認產生。遞延稅項乃按適用於預期變現資產或清償負債賬面值的方式以及於報告期末已頒佈或實質上已頒佈的稅率計量，並反映與所得稅有關的任何不明朗因素。

對於計量遞延稅項金額時用於釐定適合稅率的一般規定而言，有一個例外情況，即投資物業根據香港會計準則第40號「投資物業」而按公平值列賬。除非該假定被推翻，否則該等投資物業之遞延稅項金額，乃以出售該等投資物業時所適用稅率，以及按其於報告日期之賬面值計量。倘投資物業可計提折舊並根據一個商業模式而持有，而該商業模式的目的是隨著時間推移而消耗該物業所體現的絕大部份經濟利益(而不是通過出售)時，該假定即被推翻。

3.11 現金及現金等價物

就綜合現金流量表而言，現金及現金等價物包括手頭及銀行現金、銀行活期存款以及可隨時轉換為已知數額現金、價值變動風險不大且期限較短(一般於購入後三個月內到期)之短期及高度流通投資(原到期日為三個月或以下)。

就綜合財務狀況表而言，現金及現金等價物包括並無限制用途之手頭及銀行現金不包括受第三方合約或／和監管限制導致此類餘額不再符合現金定義的銀行餘額(受第三方合約或／及監管限制導致此類餘額不再符合現金定義的銀行餘額除外)。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.12 Financial instruments

(i) Financial assets

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, for an item not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue. Trade receivable without a significant financing component is initially measured at the transaction price.

All regular way purchases and sales of financial assets are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset.

Debt instruments

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets at amortised cost are subsequently measured using the effective interest method. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

3. 重大會計政策資料(續)

3.12 金融工具

(i) 金融資產

金融資產(並無重大融資部分的應收貿易賬款除外)首次按公平價值加上與收購或發行金融資產直接應佔的交易成本計量(倘屬並非按公平值計入損益(「按公平值計入損益」)的項目)。並無重大融資部分的應收貿易賬款首次按交易價格計量。

所有以常規方式購買及出售的金融資產均於交易日(即本集團承諾購買或出售資產之日)確認。

債務工具

攤銷成本：對於持有作收取合約現金流量的資產，如果現金流量僅代表本金和利息的付款，則該資產按攤銷成本計量。按攤銷成本計量之金融資產其後採用實際利率法計量。利息收入、匯兌得益及虧損以及減值在損益確認。終止確認的任何得益或損失均在損益確認。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.12 Financial instruments (Continued)

(ii) Impairment loss on financial assets

The Group recognises loss allowances for expected credit losses ("ECLs") on trade receivables and other financial assets measured at amortised cost. The ECLs are measured on either of the following bases: (1) 12-months ECLs: these are the ECLs that result from possible default events within the 12 months after the reporting date; and (2) lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument. The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurements of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive. The shortfall is then discounted at an approximation to the assets' original effective interest rate.

The Group measured loss allowances for trade receivables using HKFRS 9 simplified approach and has calculated ECLs based on lifetime ECLs. The Group has established a provision matrix that is based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

3. 重大會計政策資料(續)

3.12 金融工具(續)

(ii) 金融資產之減值虧損

本集團就應收貿易賬款及其他按攤銷成本計量之金融資產確認預期信貸虧損(「預期信貸虧損」)的虧損撥備。預期信貸虧損按以下其中一項基準計量：(1)十二個月預期信貸虧損：其為於報告日期後十二個月內發生的潛在違約事件導致的預期信貸虧損；及(2)全期預期信貸虧損：此乃於金融工具預計年內所有可能的違約事件產生的預期信貸虧損。於估計預期信貸虧損時所考慮的最長期間為本集團面對信貸風險的最長合約期間。

預期信貸虧損之計量

預期信貸虧損是信貸虧損的概率加權估計。信貸虧損乃按根據合約應付予本集團的所有合約現金流量與本集團預期收取的所有現金流量之間的差額計量。差額其按資產原有實際利率的近似值貼現。

本集團採納香港財務報告準則第9號簡化法計量應收貿易賬款的虧損撥備，並根據全期預期信貸虧損計算預期信貸虧損。本集團已設立根據本集團過往信貸虧損經驗計算的撥備矩陣，並按債務人特定的前瞻性因素及經濟環境作出調整。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.12 Financial instruments (Continued)

(ii) Impairment loss on financial assets (Continued)

Measurements of ECLs (Continued)

For other debt financial assets, the ECLs are based on lifetime ECLs except when there has not been a significant increase in credit risk since initial recognition, in which case the allowance will be based 12-month ECLs.

Significant increases in credit risk

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

The Group compares the risk of default occurring on the financial instrument assessed at the reporting date with that assessed at the date of initial recognition. In making this reassessment, the Group considers that a default event occurs when (i) the borrower 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 (ii) the financial asset is 90 days past due. The Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

3. 重大會計政策資料(續)

3.12 金融工具(續)

(ii) 金融資產之減值虧損(續)

預期信貸虧損之計量(續)

就其他債務金融資產而言，預期信貸虧損以12個月預期信貸虧損為基準，惟信貸風險自初始認起顯著增加時，撥備將以全期預期信貸虧損為基準。

信貸風險顯著增加

當釐定金融資產的信貸風險自初步確認後是否顯著增加及於估計預期信貸虧損時，本集團會考慮相關及毋須付出過多成本或努力即可獲得的合理及有理據的資料。此包括根據本集團的過往經驗及已知信貸評估得出的定量及定性資料分析，並包括前瞻性資料。

本集團會比較於報告日期評估及於初步確認日期評估的金融工具發生違約的風險。於重新評估時，本集團認為，倘(i)於本集團未有採取追索行動，如變現抵押品(倘持有任何抵押品)的情況下，借款人全數履行其對本集團之信貸責任的可能性不大；或(ii)金融資產已逾期90天，則構成違約事件。本集團會考慮合理可靠的定量及定性資料，包括過往經驗及毋需付出不當成本或努力即可獲得的前瞻性資料。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024

截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.12 Financial instruments (Continued)

(ii) Impairment loss on financial assets (Continued)

Significant increases in credit risk (Continued)

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

The Group considers a financial asset to be credit-impaired when: (i) significant financial difficulty of the debtor; (ii) a breach of contract, such as a default or delinquency in interest or principal payments; (iii) it is probable that the debtor will enter bankruptcy or other financial reorganisation; (iv) significant changes in the technological, market, economic or legal environment that have an adverse effect on the debtors; or (v) the disappearance of an active market for a security because of financial difficulties of the issuer.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

Write-off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

3. 重大會計政策資料(續)

3.12 金融工具(續)

(ii) 金融資產之減值虧損(續)

信貸風險顯著增加(續)

視乎金融工具的性质而定，信貸風險顯著增加的評估乃按個別基準或共同基準進行。倘評估為按共同基準進行，金融工具則按共同的信貸風險特徵（如逾期狀況及信貸風險評級）進行分組。

本集團認為金融資產於下列情況下將出現信貸減值：(i)債務人陷入嚴重財務困難；(ii)違反合約，如拖欠或拖延利息或本金付款；(iii)本集團根據其他情況下不會考慮之條款重組貸款或墊款；(iv)科技、市場、經濟或法律環境出現對債務人造成不利影響的重大變化；或(v)因發行人財務困難而導致該項抵押品失去活躍市場。

本集團就所有金融工具於損益確認減值得益或虧損，並通過虧損撥備賬對彼等之賬面值作出相應調整。

撇銷政策

倘有資料顯示債務人陷入嚴重財困，且並無收回款項的實際可能時，本集團會撇銷金融資產。經計及在適當情況下的法律意見後，已撇銷的金融資產仍可根據本集團的收回程序實施強制執行。任何收回款項會於損益中確認。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.12 Financial instruments (Continued)

(ii) Impairment loss on financial assets (Continued)

Basis of calculation of interest income

Interest income on credit-impaired financial assets is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period (i.e. the gross carrying amount less loss allowance) of the financial asset. For non credit-impaired financial assets, interest income is calculated based on the gross carrying amount.

(iii) Financial liabilities

The Group classifies its financial liabilities at amortised costs. Financial liabilities at amortised cost including trade payables, deposits received, other payables and accruals, amount due to a director and borrowings are initially measured at fair value, net of directly attributable costs incurred and are subsequently measured at amortised cost, using the effective interest method. The related interest expense is recognised in profit or loss.

Gains or losses are recognised in profit or loss when the liabilities are derecognised as well as through the amortisation process.

(iv) Equity instruments

Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

(v) Derecognition

The Group derecognises a financial asset when the contractual rights to the future cash flows in relation to the financial asset expire or when the financial asset has been transferred and the transfer meets the criteria for derecognition in accordance with HKFRS 9.

Financial liabilities are derecognised when the obligation specified in the relevant contract is discharged, cancelled or expires.

3. 重大會計政策資料(續)

3.12 金融工具(續)

(ii) 金融資產之減值虧損(續)

計算利息收入之基準

信貸減值金融資產的利息收入乃透過於金融資產自下一個報告期間的攤銷成本(即總賬面值減虧損撥備)採用實際利率確認。對於非信貸減值金融資產,利息收入根據總賬面值計算。

(iii) 金融負債

本集團按攤銷成本分類其金融負債。按攤銷成本列賬的金融負債包括貿易應付款項、已收存款、其他應付款項及應計費用、應付一名董事款項及借款,初始以公平值計量,扣除直接產生的成本,於其後以實際利率法按攤銷成本計量。有關利息開支會於損益內確認。

當負債終止確認及進行攤銷時,得益或虧損於益中確認。

(iv) 股本工具

由本公司發行的股本工具按已收所得款項扣除直接發行成本入賬。

(v) 終止確認

本集團在與金融資產有關的未來現金流量合約權利屆滿,或金融資產已轉讓,且該轉讓根據香港財務報告準則第9號符合終止確認標準時,終止確認金融資產。

倘於有關合約的指定責任獲解除、註銷或到期時,則會終止確認金融負債。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.13 Employee benefits

Short-term employee benefits

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

Non-accumulating compensated absences such as sick leave and maternity leave are not recognised until the time of leave.

Retirement benefits

Pursuant to the relevant regulations of the PRC government, the Group participates in a local municipal government retirement benefit scheme (the "Retirement Scheme"), whereby the subsidiaries of the Company in the PRC are required to contribute certain percentages of the basic salaries of its employees to the Retirement Scheme to fund their retirement benefits. The local municipal government undertakes to assume the retirement benefit obligations of all existing and future retired employees of the subsidiaries of the Company in the PRC. The only obligation of the Group with respect to the Retirement Scheme is to pay the ongoing required contributions under the Retirement Scheme. Contributions under the Retirement Scheme are charged to profit or loss as incurred. There are no provisions under the Retirement Scheme whereby forfeited contributions may be used to reduce future contributions.

The Group operates a defined contribution Mandatory Provident Fund retirement benefits scheme (the "MPF Scheme") under the Mandatory Provident Fund Schemes Ordinance for all employees in Hong Kong who are eligible to participate in the MPF Scheme. Contributions are made based on a percentage of the employees' basic salaries and are charged to the profit or loss as they become payable in accordance with the rules of the MPF Scheme. There are no provisions under the Retirement Scheme whereby forfeited contributions may be used to reduce future contributions.

3. 重大會計政策資料(續)

3.13 僱員福利

短期僱員福利

僱員享有的年假於僱員可享有時確認，並就截至報告日期為止因僱員所提供服務而享有的年假的估計負債作出撥備。

病假及產假等非累積有薪假期於提取假期時方予確認。

退休福利

根據中國政府相關規例，本集團參與地方政府退休福利計劃(「退休計劃」)，本公司於中國之附屬公司須向退休計劃作出相當於僱員基本薪金若干百分比之供款，為彼等之退休福利提供資金。地方政府承諾承擔本公司中國附屬公司所有現有及未來退休僱員之退休福利責任。本集團對退休計劃之唯一責任為持續支付退休計劃項下所需之供款。退休計劃項下供款於產生時於損益扣除。退休計劃項下並無沒收供款可用作扣減日後供款之條文。

本集團根據強制性公積金計劃條例，為所有合資格參與強制性公積金退休福利計劃(「強積金計劃」)的香港僱員設立定額供款強積金計劃。根據強積金計劃規則，供款乃按僱員基本薪金的某一百分比作出，並於應付時在損益扣除。退休計劃項下並無沒收供款可用作扣減未來的供款水平之條文。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.14 Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate.

Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable and are recognised as other revenue, rather than reducing the related expense.

3.15 Share capital

Ordinary shares are classified as equity. Share capital is determined using the nominal value of shares that have been issued.

Any transaction costs associated with the issuing of shares are deducted from share premium (net of any related income tax benefit) to the extent they are incremental costs directly attributable to the equity transaction.

3. 重大會計政策資料(續)

3.14 政府補貼

在合理地保證本集團將會遵守政府補助的附帶條件以及將會得到補助後，政府補助方會予以確認。

政府補助於本集團將補助擬補償的相關成本確認為開支的期間系統地在損益中確認。

作為已產生的開支或虧損的補償或旨在給予本集團的即時財務支援(無日後相關成本)的應收政府補助，會於有關補助成為應收款項及確認為其他收益(而非減少相關開支)的期間在損益中確認。

3.15 股本

普通股乃列作權益。股本以已發行股份的面值釐定。

任何與發行股份相關的交易成本自股份溢價扣除(減去任何有關所得稅利益)，惟以股本交易直接應佔的遞增成本為限。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.16 Provisions and contingent liabilities

Provisions are recognised for liabilities of uncertain timing or amount when the Group has a legal or constructive obligation arising as a result of a past event, which it is probable will result in an outflow of economic benefits that can be reliably estimated.

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, the existence of which 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.

3.17 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 key management personnel of the Group or the Company's parent.

3. 重大會計政策資料(續)

3.16 撥備及或然負債

倘本集團因過去事件須承擔法定或推定責任，而履行有關責任很可能引致能可靠估計經濟利益的流出，則會就未確定時間或金額的負債確認撥備。

倘不大可能需要經濟效益流出以履行責任或金額未能可靠估計，則該等責任將披露作或然負債，除非出現經濟效益流出的可能性極微。可能出現的責任(僅於一項或多項未來事件發生或不發生的情況下方能確定)亦披露為或然負債，除非出現經濟效益流出的可能性極微。

3.17 關聯方

- (a) 符合以下條件的人士或其近親被視為與本集團有關聯：
- (i) 可控制或共同控制本集團；
 - (ii) 對本集團有重大影響力；或
 - (iii) 本集團或本公司母公司主要管理人員的成員。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024

截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.17 Related parties (Continued)

(b) An entity is related to the Group if any of the following conditions apply:

- (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 the employees of 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 key management personnel of the entity (or of a parent of the entity).

3. 重大會計政策資料(續)

3.17 關聯方(續)

(b) 符合以下任何條件的實體被視為與本集團有關聯：

- (i) 實體與本集團為同一集團旗下成員(即母公司與各附屬公司及同系附屬公司均為相互的關聯人士)。
- (ii) 實體為另一家實體的聯營公司或合營企業(或實體為該另一家實體的集團成員的聯營公司或合營企業)。
- (iii) 兩家實體為同一家第三方的合營企業。
- (iv) 實體為一家第三方實體的合營企業及另一家實體為該第三方實體的聯營公司。
- (v) 實體乃為本集團或與本集團有關聯的實體僱員利益而設的退休福利計劃。
- (vi) 實體被(a)項界定的人士控制或共同控制。
- (vii) 在(a)(i)項界定的人士對實體有重大影響，或該人士為實體(或實體的母公司)的主要管理人員。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

3.17 Related parties (Continued)

(b) An entity is related to the Group if any of the following conditions apply: (Continued)

(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 parent of the Group.

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 and include:

- (i) that person's children and spouse or domestic partner;
- (ii) children of that person's spouse or domestic partner; and
- (iii) dependents of that person or that person's spouse or domestic partner.

3.18 Segment reporting

The Group identifies operating segments and prepares segment information based on the regular internal financial information reported to the executive directors for their decisions about resources allocation to the Group's business components and for their review of the performance of those components. The business components in the internal financial information reported to the executive directors are determined following the Group's major operations.

3. 重大會計政策資料(續)

3.17 關聯方(續)

(b) 符合以下任何條件的實體被視為與本集團有關聯：(續)

(viii) 該實體或其所屬集團的任何成員公司向本集團或本集團母公司提供主要管理人員服務。

某一人士的近親為該等與實體進行買賣時預期可影響該名人士或受該名人士影響的家族成員，及包括：

- (i) 該名人士的子女及配偶或家庭夥伴；
- (ii) 該名人士的配偶或家庭夥伴的子女；及
- (iii) 該名人士或該名人士的配偶或家庭夥伴的受養人。

3.18 分部報告

本集團根據定期就供執行董事決定分配資源至本集團業務部分及審閱該等部分之表現而向彼等呈報之內部財務資料，確定經營分部及編製分部資料。向執行董事呈報之內部財務資料中之業務部分乃按本集團之主要業務釐定。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

4. ADOPTION OF NEW OR AMENDED HKFRS ACCOUNTING STANDARDS

(a) Adoption of amended HKFRS Accounting Standards – effective 1 January 2024

The Hong Kong Institute of Certified Public Accountants has issued a number of amended HKFRS Accounting Standards that are first effective for the current accounting period of the Group:

| | |
|--------------------------------------|---|
| Amendments to HKFRS 16 | Lease Liability in a Sale and Leaseback |
| Amendments to HKAS 1 | Classification of Liabilities as Current or Non-current |
| Amendments to HKAS 1 | Non-current Liabilities with Covenants |
| Hong Kong Interpretation 5 (Revised) | Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause |
| Amendments to HKAS 7 and HKFRS 7 | Supplier Finance Arrangements |

None of these amended HKFRS Accounting Standards has a material impact on the Group's results and financial position for the current or prior period. The Group has not early applied any new or amended HKFRS Accounting Standards that is not yet effective for the current accounting period.

4. 採納新訂或經修訂香港財務報告準則會計準則

(a) 採納經修訂香港財務報告準則會計準則 – 二零二四年一月一日生效

香港會計師公會已頒佈多項於本集團本會計期間首次生效的經修訂香港財務報告準則會計準則：

| | |
|---------------------------------|-------------------------------|
| 香港會計準則第1號(修訂本) | 將負債分類為流動或非流動 |
| 香港會計準則第1號(修訂本) | 附帶契諾的非流動負債 |
| 香港財務報告準則第16號(修訂本) | 售後租回的租賃負債 |
| 香港詮釋第5號(經修訂)(修訂本) | 財務報表的呈列－借款人對載有按要求償還條款的定期貸款的分類 |
| 香港會計準則第7號(修訂本)及香港財務報告準則第7號(修訂本) | 供應商融資安排 |

這些經修訂的香港財務報告準則會計準則均未對本集團本期或前期的業績和財務狀況產生重大影響。本集團並無提前應用任何於本會計期間尚未生效的新訂或經修訂香港財務報告準則會計準則。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

4. ADOPTION OF NEW OR AMENDED HKFRS ACCOUNTING STANDARDS (Continued)

(b) New and amended HKFRS Accounting Standards that have been issued but are not yet effective

The following new and amended HKFRS Accounting Standards have been issued, but are not yet effective and have not been early adopted by the Group. The Group's current intention is to apply these changes on the date they become effective.

| | |
|--|---|
| Amendments to HKAS 21 and HKFRS 1 | Lack of Exchangeability ¹ |
| Amendments to HKFRS 9 and HKFRS 7 | Amendments to the Classification and Measurement of Financial Instruments ² |
| Amendments to HKFRS 9 and HKFRS 7 | Contracts Referencing Nature-dependent Electricity ² |
| Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7 | Annual Improvements to HKFRS Accounting Standards – Volume 11 ² |
| HKFRS 18 | Presentation and Disclosure in Financial Statements ³ |
| HKFRS 19 | Subsidiaries without Public Accountability: Disclosures ³ |
| Amendments to Hong Kong Interpretation 5 | Hong Kong Interpretation 5 Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause ³ |
| Amendments to HKFRS 10 and HKAS 28 | Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ⁴ |

- ¹ Effective for annual periods beginning on or after 1 January 2025.
- ² Effective for annual periods beginning on or after 1 January 2026.
- ³ Effective for annual periods beginning on or after 1 January 2027.
- ⁴ No mandatory effective date yet determined but available for adoption.

4. 採納新訂或經修訂香港財務報告準則會計準則(續)

(b) 已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則

以下新訂及經修訂香港財務報告準則會計準則已經頒佈但尚未生效，且本集團並未提早採納。本集團目前有意於該等變動生效之日應用該等變動。

| | |
|---|---|
| 香港會計準則第21號及香港財務報告準則第1號(修訂本) | 缺乏可兌換性 ¹ |
| 香港財務報告準則第9號及香港財務報告準則第7號(修訂本) | 金融工具分類及計量的修訂 ² |
| 香港財務報告準則第9號及香港財務報告準則第7號(修訂本) | 涉及依賴自然能源生產電力的合約 ² |
| 香港財務報告準則第1號、香港財務報告準則第7號、香港財務報告準則第9號、香港財務報告準則第10號及香港會計準則第7號(修訂本) | 香港財務報告準則會計準則年度改進—第11冊 ² |
| 香港財務報告準則第18號 | 財務報表的呈列及披露 ³ |
| 香港財務報告準則第19號 | 非公共受託責任的附屬公司—披露 ³ |
| 香港詮釋第5號(修訂本) | 香港詮釋第5號財務報表的呈列—借款人對載有按要求償還貸款的定期貸款的分類 ³ |
| 香港財務報告準則第10號及香港會計準則第28號(修訂本) | 投資者與其聯營公司或合營企業之間的資產出售或出繳 ⁴ |

- ¹ 於二零二五年一月一日或之後開始之年度期間生效。
- ² 於二零二六年一月一日或之後開始之年度期間生效。
- ³ 於二零二七年一月一日或之後開始之年度期間生效。
- ⁴ 尚未確定強制生效日期但可供採納。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

4. ADOPTION OF NEW OR AMENDED HKFRS ACCOUNTING STANDARDS (Continued)

(b) New and amended HKFRS Accounting Standards that have been issued but are not yet effective (Continued)

The Group is in the process of making an assessment of what the impact of these new and amended HKFRS Accounting Standards 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 material impact on the Group's financial position and performance except there will be changes on the presentation and disclosure of the financial statements due to the adoption of HKFRS 18.

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. 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.

(a) Critical judgements in applying accounting policies

The following is the critical judgement, apart from those involving estimates (see below), that the Directors have made in the process of applying the Company's accounting policies and that have the most significant effect on the amounts recognised in the consolidated financial statements.

4. 採納新訂或經修訂香港財務報告準則會計準則(續)

(b) 已頒佈但尚未生效的新訂及經修訂香港財務報告準則會計準則(續)

本集團現正評估該等新訂及經修訂香港財務報告準則會計準則於初步應用期間的預期影響。本集團至今認為採納上述修訂及新準則不大可能對本集團財務狀況及業績產生重大影響，惟應用香港財務報告準則第18號將導致財務報表之呈列及披露有變。

5. 重要會計判斷及估計不確定因素的主要來源

於應用本集團的會計政策時，董事須對未能從其他來源確定的資產及負債的賬面值作出判斷、估計及假設。有關估計及關聯假設以過往經驗及其他被視為相關的因素為依據，實際結果可能有別於此等估計。

估計及相關假設須持續檢討。倘會計估計的修訂僅影響作出修訂的期間，則有關修訂會在該期間確認，或倘修訂對現時及未來期間均有影響，則在作出修訂的期間及未來期間確認。

(a) 於應用會計政策時的關鍵判斷

除涉及估計的判斷(見下文)以外，以下為董事於應用本公司之會計政策過程中所作的關鍵判斷，對綜合財務報表中確認的金額產生最重大的影響。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

(a) Critical judgements in applying accounting policies (Continued)

Going concern consideration

The assessment of the going concern assumption involves making a judgement by the Directors, at a particular point of the time, about the future outcome of events or conditions which are inherently uncertain. The Directors consider that the Group has the capability to continue as a going concern and the going concern assumption is set out in note 2(b).

Revenue recognition

Application of various accounting principles related to the measurement and recognition of revenue requires the Group to make judgements and estimates. Specifically, significant judgements include determining whether the Group is acting as the principal in a transaction. The Group is a principal in a transaction if the Group obtains control of the products sold or services provided before they are transferred to customers. If control is unclear, when the Group is primarily obligated in a transaction, is subject to inventory risk, has latitude in establishing prices and selecting suppliers, or has several but not all of these indicators, the Group records revenues on a gross basis. Otherwise, the Group records the net amount earned as commissions from products sold.

Deferred tax for investment properties

For the purposes of measuring deferred taxation arising from investment properties that are measured using the fair value model, the Directors have reviewed the Group's investment property portfolios and concluded that the Group's investment properties are held under a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time, rather than through sale. Therefore, in measuring the Group's deferred taxation on investment properties, the Directors have determined that the presumption that the carrying amounts of investment properties measured using the fair value model are recovered entirely through sale is rebutted. Accordingly, deferred taxation in relation to the Group's investment properties has been measured based on the tax consequences of recovering the carrying amounts entirely through use.

5. 重要會計判斷及估計不確定因素的主要來源(續)

(a) 於應用會計政策時的關鍵判斷(續)

評估持續經營

假設時，董事需於特定時間就本質不確定之事件或情況之未來結果作出判斷。董事認為本集團有能力按持續經營基準經營，持續經營假設載於附註2(b)。

收益確認

應用與計量及確認收入相關的各項會計原則要求本集團作出判斷及估計。具體而言，重大判斷包括決定本集團是否作為交易的主理人。倘本集團向客戶轉讓產品或服務前控制所售出的產品或提供的服務，則本集團為交易的主理人。若不能確定控制權，於本集團在交易中承擔主要責任、承擔存貨風險、可自由訂立價格及選擇供應商或擁有若干但非全部該等指標時，本集團收入按總額入賬。否則，本集團將所賺取淨額入賬列為出售產品的佣金。

投資物業的遞延稅項

就按公平值模式計量之投資物業產生之遞延稅項之計量而言，董事已審閱本集團之投資物業組合，認為本集團之投資物業乃透過目的為消費該等投資物業所附之絕大部分經濟利益而非銷售的商業模式而持有。因此，於計量本集團投資物業之遞延稅項時，董事已釐定按公平值模型計量之投資物業之賬面值透過銷售全部收回之假設經已推翻。因此，有關本集團投資物業的遞延稅項已透過使用按全數收回賬面值的稅務結果計量。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

(a) Critical judgements in applying accounting policies (Continued)

Determination of lease term

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination the lease. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate. The renewal options for leases of properties for own use are not included as part of the lease term as these are not reasonably certain to be exercised.

(b) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of each reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

5. 重要會計判斷及估計不確定因素的主要來源(續)

(a) 於應用會計政策時的關鍵判斷(續)

釐定租賃期

本集團有若干份具有延長及終止選擇權的租賃合約。本集團在評估是否行使選擇權進行重續或終止租賃時作出判斷。即考慮產生行使重續或終止租賃的經濟誘因的所有相關因素。於租賃開始日期後，倘發生其控制範圍內重大事件或情況改變，對本集團行使或不行使重續或終止選擇權的能力構成影響，則本集團會重新評估租賃期。租賃作自用物業的重續選擇權並不計入租賃期一部分，因為不能合理確定該等選擇權獲行使。

(b) 估計不確定因素之主要來源

日後之主要假設及於各報告期末估計不確定因素之其他主要來源(彼等均具有導致下個財政年度之資產及負債之賬面值出現大幅調整之重大風險)乃討論如下。本集團根據編製綜合財務報表時可獲得的參數作出其假設及估計。然而，現有情況及對未來發展的假設或會因本集團無法控制的市場變動或情況而改變。有關變動會在發生時於假設內有所反映。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

(b) Key sources of estimation uncertainty (Continued)

Impairment on property, plant and equipment, right-of-use assets and intangible assets

For the purposes of impairment testing, assets were tested at cash-generating unit(s) (the “CGU(s)”) level. Management judgement is required in the area of asset impairment particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, being the higher of fair value less costs of disposal or value in use; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset (including right-of-use assets), the Group estimates the recoverable amount of the CGU to which the assets belongs.

Changing the assumptions and estimates, including the discount rates, annual projected revenue or the growth rates in the cash flow projections, could materially affect the net present value used in the impairment test.

Further information on impairment on property, plant and equipment, right-of-use assets and intangible assets are provided in notes 13, 14 and 16.

5. 重要會計判斷及估計不確定因素的主要來源(續)

(b) 估計不確定因素之主要來源(續)

物業、廠房及設備、使用權資產及無形資產減值

就減值測試而言，資產乃於現金產生單位(「現金產生單位」)層面進行測試。在資產減值方面需要管理層作出判斷，特別是在評估(1)是否有事件已發生或有任何指標可能影響資產淨值；(2)一項資產之賬面值是否能得到可收回金額(即公平值減去出售成本或使用價值中之較高者)所支持；(3)將應用於估計可收回金額的適當關鍵假設(包括現金流量預測及適當的貼現率)。當無法估計個別資產(包括使用權資產)的可收回金額時，本集團估計資產所屬現金產生單位的可收回金額。

更改以釐定現金流量預測的假設及估計(包括貼現率、年度預計收益或增長率)，可顯著影響減值測試所採用淨現值。

有關物業、廠房及設備、使用權資產及無形資產減值之進一步詳情載於附註13、14及16。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

(b) Key sources of estimation uncertainty (Continued)

Loss allowance for financial assets

Management estimates the amount of loss allowance for ECLs on financial assets at amortised cost based on the credit risk of the respective financial instrument. The loss allowance amount is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows with the consideration of expected future credit loss of the respective financial instrument. The assessment of the credit risk of the respective financial instrument involves high degrees of estimation and uncertainty about future economic conditions which have an adverse effect on debtors' business, debtors' creditworthiness, the payment delinquency or default in interest or principal payments. When the actual future cash flows are less than expected or more than expected, a material impairment loss or a material reversal of impairment loss may arise, accordingly.

Further information on the impairment assessment on financial assets are provided in note 37(iii).

Fair value measurement

The Group measures investment properties at fair value. Certain assets included in the Group's consolidated financial statements also require disclosure of fair value. Significant estimation and judgement are required to determine the fair value.

5. 重要會計判斷及估計不確定因素的主要來源(續)

(b) 估計不確定因素之主要來源(續)

金融資產虧損撥備

管理層根據有關金融工具的信貸風險，估計按攤銷成本計量的金融資產預期信貸虧損的虧損撥備金額。虧損撥備金額按資產賬面值及估計未來現金流量現值之間差額計量，並考慮有關金融工具的預期未來信貸虧損。評估有關金融工具的信貸風險涉及較大程度的估計及不確定因素，包括對債務人業務有負面影響的未來經濟狀況、債務人的信譽、無法還款或拖欠利息或本金。若實際未來現金流少於預期或多於預期，可能會因此產生重大減值虧損或減值虧損重大撥回。

有關對金融資產之減值評估之進一步詳情載於附註37(iii)。

公平值計量

本集團按公平值計算投資物業。本集團綜合財務報表所載若干資產亦須作出公平值披露。釐定公平值時須作出重大估計及判斷。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

(b) Key sources of estimation uncertainty (Continued)

Fair value measurement (Continued)

The fair value measurement utilises market observable inputs and data as far as possible. Inputs used in determining fair value measurements are categorised into different levels based on how observable the inputs used in the valuation technique utilised are (the 'fair value hierarchy'):

- Level 1: Quoted prices in active markets for identical items (unadjusted);
- Level 2: Observable direct or indirect inputs other than Level 1 inputs;
- Level 3: Unobservable inputs (i.e. not derived from market data).

The classification of an item into the above levels is based on the lowest level of the inputs used that has a significant effect on the fair value measurement of the item. Transfers of items between levels are recognised in the period they occur.

Investment properties are stated at fair value based on the valuation performed by an independent firm of qualified professional valuer. In determining the fair value, the valuer used the investment method which involves certain estimates of market condition. In relying on the valuation report, the Directors have exercised their judgement and are satisfied that the valuation methodology and key input parameters used in the valuation are reflective of the current market conditions. Changes to the valuation methodology and key input parameters would result in changes in the fair values of the Group's investment properties.

For more information in relation to the fair value measurement of the investment properties, please refer to note 15.

5. 重要會計判斷及估計不確定因素的主要來源(續)

(b) 估計不確定因素之主要來源(續)

公平值計量(續)

公平值計量盡量使用市場可觀察輸入資料及數據。釐定公平值計量所用之輸入資料乃基於獲採納之估值技巧所用輸入資料之可觀察程度，分類為以下不同層級(「公平值層級」)：

- 第1層：相同項目於活躍市場之報價(未作調整)；
- 第2層：可直接或間接觀察得出之輸入資料(不包括第1層輸入資料)；
- 第3層：不可觀察輸入資料(即並非由市場數據得出)

將項目分類至上述層級之基準為對有關項目之公平值計量有重大影響之最低層次輸入資料。層級間轉移項目於發生期間確認。

投資物業以獨立合資格專業估值師進行的估值為基準按公平值呈列。於釐定公平值時，估值師採用涉及若干市場狀況估計的投資法。根據估值報告，董事已行使判斷，並信納估值所採用的估值方法及關鍵輸入參數反映當前市場狀況。估值方法及關鍵輸入參數的變動將導致本集團投資物業公平值變動。

有關按公平值計量投資物業的更多資料，請參閱附註15。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

6. SEGMENT INFORMATION

The Group has identified its operating segments and prepared segment information based on the regular internal financial information reported to the executive directors for their decisions about resources allocation to the Group's business components and review of these components' performance. There are two business components/operating segments in the internal reporting to the executive directors, which are operation and management of retail stores and other related businesses and provision of financing services.

6. 分類資料

本集團已根據向執行董事匯報的定期內部財務資料辨識其經營分類及編製分類資料以供彼等作出對本集團業務組成部分分配資源及審閱該等組成部分表現的決定。向執行董事作出的內部匯報包括兩個業務組成部分／經營分類，即年內經營及管理零售店及其他相關業務以及提供金融服務。

| | | Operation and management of retail stores and other related businesses 經營及管理零售店及其他相關業務 RMB'000 人民幣千元 | Provision of financing services 提供金融服務 RMB'000 人民幣千元 | Consolidated 合併 RMB'000 人民幣千元 |
|--|--------------------------|---|---|--|
| Year ended 31 December 2024 | 截至二零二四年十二月三十一日止年度 | | | |
| Revenue from external customers | 外部客戶收入 | 378,901 | – | 378,901 |
| Inter-segment revenue | 分類間收入 | – | – | – |
| Reportable segment revenue | 可呈報分類收益 | 378,901 | – | 378,901 |
| Revenue recognition | 收入確認 | | | |
| Timing of revenue recognition under HKFRS 15 | 根據香港財務報告準則第15號確認收入之時間 | | | |
| – At a point in time | – 於某個時間點 | 175,592 | – | 175,592 |
| – Over time | – 於一段時間內 | 10,320 | – | 10,320 |
| From other sources | 來自其他來源 | 192,989 | – | 192,989 |
| | | 378,901 | – | 378,901 |
| Segment results | 分類業績 | (49,155) | (624) | (49,779) |
| Other unallocated corporate income | 其他未分配企業收入 | | | 114 |
| Other unallocated corporate expenses | 其他未分配企業開支 | | | (5,573) |
| Loss before income tax | 除所得稅前虧損 | | | (55,238) |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

6. SEGMENT INFORMATION (Continued)

6. 分類資料(續)

| | | Operation and management of retail stores and other related businesses 經營及管理 零售店及 其他相關業務 RMB'000 人民幣千元 | Provision of financing services 提供 金融服務 RMB'000 人民幣千元 | Consolidated 合併 RMB'000 人民幣千元 |
|---|-------------------------------|---|---|--|
| Year ended 31 December 2024 | 截至二零二四年十二月 三十一日止年度 | | | |
| Other segment information | 其他分類資料 | | | |
| Interest income | 利息收入 | (273) | (1) | (274) |
| Additions to non-current assets (other than financial instruments) | 非流動資產添置 (除金融工具外) | 58,174 | — | 58,174 |
| Amortisation of intangible assets | 無形資產攤銷 | 1,458 | 19 | 1,477 |
| Depreciation of right-of-use assets | 使用權資產折舊 | 45,954 | — | 45,954 |
| Depreciation of property, plant and equipment | 物業、廠房及設備折舊 | 42,393 | — | 42,393 |
| Written off of property, plant and equipment | 物業、廠房及設備撇銷 | 775 | — | 775 |
| Gain on disposal of property, plant and equipment | 出售物業、廠房及設備 得益 | (10) | — | (10) |
| Obsolete inventories written-off | 陳舊存貨撇銷 | 48 | — | 48 |
| Reversal of impairment loss on property, plant and equipment, net | 物業、廠房及設備 減值損失撥回淨額 | (450) | — | (450) |
| Impairment loss on right-of-use assets, net | 使用權資產減值損失 淨額 | 10,727 | — | 10,727 |
| Impairment loss on intangible assets | 無形資產減值損失 | 2,341 | — | 2,341 |
| Decrease in fair value of investment properties | 投資物業公平值減少 | 19,500 | — | 19,500 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

6. SEGMENT INFORMATION (Continued)

6. 分類資料（續）

| | | Operation and management of retail stores and other related businesses 經營及管理 零售店及 其他相關業務 RMB'000 人民幣千元 | Provision of financing services 提供 金融服務 RMB'000 人民幣千元 | Consolidated 合併 RMB'000 人民幣千元 |
|---|---------------------------|---|---|--|
| At 31 December 2024 | 於二零二四年十二月 三十一日 | | | |
| Reportable segment assets | 可呈報分類 資產 | 700,624 | 342 | 700,966 |
| Tax recoverable | 資產可收回稅項 | | | 71 |
| Deferred tax assets | 遞延稅項資產 | | | 76,954 |
| Other unallocated corporate assets | 其他未分配企業資產 | | | 31,757 |
| Total assets | 總資產 | | | 809,748 |
| Reportable segment liabilities | 可呈報分類負債 | 787,018 | 78 | 787,096 |
| Provision for taxation | 稅項撥備 | | | 8,900 |
| Deferred tax liabilities | 遞延稅項負債 | | | 80,499 |
| Other unallocated corporate liabilities | 其他未分配企業負債 | | | 2,148 |
| Total liabilities | 總負債 | | | 878,643 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

6. SEGMENT INFORMATION (Continued)

6. 分類資料(續)

| | | Operation and management of retail stores and other related businesses 經營及管理 零售店及 其他相關業務 RMB'000 人民幣千元 | Provision of financing services 提供 金融服務 RMB'000 人民幣千元 | Consolidated 合併 RMB'000 人民幣千元 |
|--|--------------------------|---|---|--|
| Year ended 31 December 2023 | 截至二零二三年十二月三十一日止年度 | | | |
| Revenue from external customers | 外部客戶收入 | 351,428 | 2,538 | 353,966 |
| Inter-segment revenue | 分類間收入 | – | – | – |
| Reportable segment revenue | 可呈報分類收益 | 351,428 | 2,538 | 353,966 |
| Revenue recognition | 收入確認 | | | |
| Timing of revenue recognition under HKFRS 15 | 根據香港財務報告準則第15號確認收入之時間 | | | |
| – At a point in time | – 於某個時間點 | 168,206 | – | 168,206 |
| – Over time | – 於一段時間內 | 14,543 | – | 14,543 |
| From other sources | 來自其他來源 | 168,679 | 2,538 | 171,217 |
| | | 351,428 | 2,538 | 353,966 |
| Segment results | 分類業績 | (116,092) | (34,986) | (151,078) |
| Other unallocated corporate income | 其他未分配企業收入 | | | 19 |
| Other unallocated corporate expenses | 其他未分配企業開支 | | | (5,273) |
| Loss before income tax | 除所得稅前虧損 | | | (156,332) |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

6. SEGMENT INFORMATION (Continued)

6. 分類資料(續)

| | Operation and management of retail stores and other related businesses 經營及管理 零售店及 其他相關業務 RMB'000 人民幣千元 | Provision of financing services 提供 金融服務 RMB'000 人民幣千元 | Consolidated 合併 RMB'000 人民幣千元 |
|---|---|---|--|
| Year ended 31 December 2023 | 截至二零二三年十二月三十一日止年度 | | |
| Other segment information | 其他分類資料 | | |
| Interest income | (661) | (1) | (662) |
| Additions to non-current assets (other than financial instruments) | 156,337 | – | 156,337 |
| Amortisation of intangible assets | 1,184 | 98 | 1,282 |
| Depreciation of right-of-use assets | 59,191 | – | 59,191 |
| Depreciation of property, plant and equipment | 55,408 | – | 55,408 |
| Loss on disposal of property, plant and equipment | 86 | – | 86 |
| Obsolete inventories written-off | 97 | – | 97 |
| Impairment loss on property, plant and equipment | 11,404 | – | 11,404 |
| Impairment loss on right-of-use assets | 26,567 | – | 26,567 |
| Impairment loss on intangible assets | 1,839 | – | 1,839 |
| Impairment loss on loan receivables | – | 36,377 | 36,377 |
| Decrease in fair value of investment properties | 12,600 | – | 12,600 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

6. SEGMENT INFORMATION (Continued)

6. 分類資料(續)

| | | Operation and management of retail stores and other related businesses 經營及管理 零售店及 其他相關業務 RMB'000 人民幣千元 | Provision of financing services 提供 金融服務 RMB'000 人民幣千元 | Consolidated 合併 RMB'000 人民幣千元 |
|---|---------------------------|---|---|--|
| At 31 December 2023 | 於二零二三年十二月 三十一日 | | | |
| Reportable segment assets | 可呈報分類資產 | 774,851 | 361 | 775,212 |
| Tax recoverable | 可收回稅項 | | | 19 |
| Deferred tax assets | 遞延稅項資產 | | | 87,223 |
| Other unallocated corporate assets | 其他未分配企業資產 | | | 34,921 |
| Total assets | 總資產 | | | 897,375 |
| Reportable segment liabilities | 可呈報分類 | 808,536 | 100 | 808,636 |
| Provision for taxation | 負債稅項撥備 | | | 9,070 |
| Deferred tax liabilities | 遞延稅項負債 | | | 90,768 |
| Other unallocated corporate liabilities | 其他未分配企業負債 | | | 2,069 |
| Total liabilities | 總負債 | | | 910,543 |

The PRC is the country of domicile of the Group. The country of domicile is determined by referring to the country which the Group regards as its home country, has the majority of operations and centre of management.

No separate analysis of information by geographical is presented as the Group's revenue and non-current assets, are principally attributable to a single geographical region, which is the PRC.

Information about a major customer

There was no single customer that contributed to 10% or more of the Group's revenue for the years ended 31 December 2024 and 2023.

本集團之註冊國家為中國。註冊國家乃指本集團視作其基地之國家，為其大部分業務及管理中心所在地。

由於本集團之收益及非流動資產主要來自單一地區(即中國)，故並無獨立呈列按地區劃分之資料分析。

關於主要客戶的資料

於截至二零二四年及二零二三年十二月三十一日止年度，概無單一客戶佔本集團收益10%或以上。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

7. REVENUE AND OTHER OPERATING INCOME AND GAINS

(a) Revenue

The Group is principally engaged in operation and management of retail stores and other related businesses and provision of financing services. Revenue, which is also the Group's turnover, represents invoiced value of goods sold, net of value added tax and after allowances for returns and discounts, commissions from concessionaire sales, rental income and interest income from financing services. Revenue recognised during the year is as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|--------------------------------------|-----------------------------------|-----------------------------------|
| Revenue from Contracts with Customers within the scope of HKFRS 15: | 香港財務報告準則第15號 範疇內之客戶合約的收入： | | |
| Sales of goods | 銷售貨品 | 175,592 | 168,206 |
| Commissions from concessionaire sales | 專賣銷售所得佣金 | 10,320 | 14,543 |
| | | 185,912 | 182,749 |
| Revenue from other sources: | 來自其他來源的收入： | | |
| Rental income from investment properties | 投資物業的租金收入 | 8,752 | 9,360 |
| Rental income from sub-leasing of shop premises | 分租店舖物業的租金收入 | 44,718 | 44,418 |
| Rental income from sub-leasing of shopping malls | 分租商場物業的租金收入 | 139,519 | 114,901 |
| Interest income from financing services | 來自金融服務之利息收入 | — | 2,538 |
| | | 192,989 | 171,217 |
| | | 378,901 | 353,966 |

7. 收入及其他經營收入及得益

(a) 收入

本集團主要業務為經營及管理零售店及其他相關業務及提供金融服務，收入（亦為本集團之營業額），指出貨品扣除增值稅及退貨及折扣津貼、專賣銷售所得佣金、租金收入及提供金融服務所產生的利息之後的發票價值。年內確認的收入如下：

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

7. REVENUE AND OTHER OPERATING INCOME AND GAINS (Continued)

(a) Revenue (Continued)

The following table provides information about trade receivables and contract liabilities from contracts with customers.

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--------------------------------|--------------|-----------------------------------|-----------------------------------|
| Trade receivables (Note 20) | 應收貿易賬款(附註20) | 3,122 | 1,528 |
| Contract liabilities (Note 24) | 合約負債(附註24) | 10,629 | 13,051 |

(b) Other operating income and gains

An analysis of the Group's other operating income and gains is as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|--------------|-----------------------------------|-----------------------------------|
| Interest income | 利息收入 | 274 | 662 |
| Government grants (Note) | 政府補貼(附註) | 408 | 1,000 |
| Administration and management fee income | 行政及管理費收入 | 22,895 | 23,610 |
| Net exchange gain | 匯兌得益淨額 | 212 | 36 |
| Gain on early termination of leases | 提早終止租賃得益 | 5,513 | — |
| Gain on disposal of property, plant and equipment | 出售物業、廠房及設備得益 | 10 | — |
| Others | 其他 | 8,606 | 9,905 |
| | | 37,918 | 35,213 |

Note: Various local government grants have been granted to subsidiaries of the Company during the years ended 31 December 2024 and 2023. The amounts mainly represented unconditional cash subsidies from government for subsidising enterprises as an encouragement for the contribution in specific industry in the region during the years ended 31 December 2024 and 2023. There were no unfulfilled conditions or contingencies attaching to these government grants.

7. 收入及其他經營收入及得益(續)

(a) 收入(續)

下表提供有關來自客戶合約的應收貿易賬款及合約負債資料。

(b) 其他經營收入及得益

本集團其他經營收入及得益之分析如下：

附註：截至二零二四年及二零二三年十二月三十一日止年度本公司之附屬公司獲地方政府授予多項補助。截至二零二四年及二零二三年十二月三十一日止年度該金額主要是政府為補貼企業而提供的無條件現金補貼。該等政府補助並無附帶未實現條件或或然事項。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

8. FINANCE COSTS

8. 融資成本

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|-------------------------------|--------|-----------------------------------|-----------------------------------|
| Interest on lease liabilities | 租賃負債利息 | 41,966 | 40,311 |
| Interest on borrowings | 借貸利息 | 6,457 | 6,548 |
| | | 48,423 | 46,859 |

9. LOSS BEFORE INCOME TAX

Loss before income tax is arrived at after charging/(crediting):

9. 除所得稅前虧損

除所得稅前虧損乃經扣除／(計入)下列各項得出：

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|-----------------------------------|-----------------------------------|-----------------------------------|
| Cost of inventories sold recognised as expense | 確認為開支的已售存貨成本 | 151,121 | 139,169 |
| Auditor's remuneration: | 核數師費： | | |
| – Annual audit | – 一年度審計 | 888 | 917 |
| – Non-audit services | – 非審計服務 | 150 | 183 |
| Depreciation of property, plant and equipment (Note 13) | 物業、廠房及設備折舊(附註13) | 42,393 | 55,408 |
| Depreciation of right-of-use assets: | 使用權資產折舊： | | |
| – Properties leased for own use (Note 14) | – 自用租賃物業(附註14) | 45,693 | 58,930 |
| – Leasehold land for own use (Note 14) | – 自用租賃土地(附註14) | 261 | 261 |
| Amortisation of intangible assets (Note 16) | 無形資產攤銷(附註16) | 1,477 | 1,282 |
| (Gain)/loss on disposal of property, plant and equipment | 出售物業、廠房及設備(得益)／損失 | (10) | 86 |
| Short term lease expense (Note 14) | 短期租賃開支(附註14) | 1,075 | 1,705 |
| Obsolete inventories written-off | 陳舊存貨撇銷 | 48 | 97 |
| (Reversal of impairment)/impairment loss on property, plant and equipment, net (Note (i)) (Note 13) | 物業、廠房及設(減值撥回)／減值損失淨額(附註(i))(附註13) | (450) | 11,404 |
| Impairment loss on right-of-use assets, net (Note (i)) (Note 14) | 使用權資產減值損失淨額(附註(i))(附註14) | 10,727 | 26,567 |
| Impairment loss on intangible assets (Note (ii)) (Note 16) | 無形資產減值損失(附註(ii))(附註16) | 2,341 | 1,839 |
| Written-off of property, plant and equipment (Note 13) | 物業、廠房及設備撇銷(附註13) | 775 | – |
| Net exchange gain | 匯兌得益淨額 | (212) | (36) |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

9. LOSS BEFORE INCOME TAX (Continued)

9. 除所得稅前虧損（續）

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|---------------------------|-----------------------------------|-----------------------------------|
| Staff costs, including directors' emoluments (Note 31(a)) | 員工成本，包括董事酬金（附註31(a)） | | |
| Salaries and other benefits | 薪金及其他福利 | 58,980 | 61,279 |
| Contributions to retirement schemes | 退休金計劃供款 | 11,021 | 10,880 |
| | | 70,001 | 72,159 |
| Rental income from investment properties | 投資物業之租金收入 | (8,752) | (9,360) |
| Rental income from sub-leasing of right-of-use assets | 分租使用權資產收入 | | |
| – Base rents | – 基本租金 | (174,534) | (155,494) |
| – Contingent rents (Note (iii)) | – 或然租金（附註(iii)） | (9,703) | (3,825) |
| | | (184,237) | (159,319) |
| Total gross rental income | 總租金收入 | (192,989) | (168,679) |
| Less: Direct operating expenses arising from investment properties that generated rental income during the year | 減：於年內賺取租金收入的投資物業產生的直接經營開支 | 2,535 | 2,923 |
| Less: Outgoings of sub-leasing of right-of-use assets | 減：分租使用權資產開支淨租金收入 | 18,970 | 19,644 |
| Net rental income | 租金收入淨額 | (171,484) | (146,112) |

Notes:

- (i) Net impairment loss on property, plant and equipment and right-of-use assets had been included in selling and distribution costs.
- (ii) Impairment loss on intangible assets had been included in administrative expenses.
- (iii) Contingent rents are calculated based on a percentage of the relevant sales of the tenants pursuant to the rental agreements and do not depend on an index or a rate under operating lease.

附註：

- (i) 物業、廠房及設備及使用權資產減值損失淨額已包含於銷售及分銷成本內。
- (ii) 無形資產減值損失已含於行政開支內。
- (iii) 或然租金乃根據租賃協議按租客相關銷售的若干百分比計算，並不依賴經營租賃下之指標或比率。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

10. INCOME TAX EXPENSE/(CREDIT)

10. 所得稅開支／（抵免）

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|-----------------------------|------------|-----------------------------------|-----------------------------------|
| Current income tax | 即期所得稅 | | |
| – PRC enterprise income tax | – 中國企業所得稅 | 489 | 901 |
| Deferred tax (Note 28) | 遞延稅項（附註28） | – | (4,655) |
| | | 489 | (3,754) |

The Group is not subject to any taxation under the jurisdiction of the Cayman Islands and British Virgin Islands during the year (2023: Nil).

本集團於年內毋須繳納任何開曼群島及英屬處女群島司法權區的稅項（二零二三年：無）。

No provision for Hong Kong Profits Tax has been made as the Group had no estimated assessable profits in Hong Kong for the year (2023: Nil).

由於本集團於年內並無來自香港的估計應課稅溢利，故並無就香港利得稅作出撥備（二零二三年：無）。

For a subsidiary of the Company in Guangxi, its PRC Enterprise Income Tax has been provided at the preferential enterprise income tax rate of 15% (2023: 15%) for the year pursuant to the privilege under the China's Western Development Program.

就本公司於廣西的一家附屬公司，根據中國西部大開發計劃的優惠政策，年內其中國企業所得稅按優惠企業所得稅稅率15%（二零二三年：15%）繳納。

A subsidiary of the Company in Shenzhen, namely 深圳市百佳華網絡科技有限公司, is qualified as a High and New Technology Enterprise and enjoys a preferential income tax of 15% as approved by the PRC tax authority for the years ended 31 December 2024 and 2023. The High and New Technology Enterprise qualification is subjected to be renewed every three years.

本公司位於深圳的附屬公司深圳市百佳華網絡科技有限公司是高新科技企業，並享有中國稅務部門批准的截至二零二四年及二零二三年十二月三十一日止三個年度的15%優惠所得稅率。

Other subsidiaries of the Company established in the PRC were mainly subject to PRC Enterprise Income Tax at the rate of 25% (2023: 25%) for the year under the income tax rules and regulations of the PRC.

本公司於中國成立的其他附屬公司於本年度須根據中國所得稅條例及法規按25%（二零二三年：25%）稅率繳納中國企業所得稅。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024

截至二零二四年十二月三十一日止年度

10. INCOME TAX EXPENSE/(CREDIT) (Continued)

Reconciliation between income tax expense/(credit) and accounting loss at applicable tax rates:

10. 所得稅開支／（抵免）（續）

按適用稅率計算的所得稅開支／（抵免）與會計虧損之對賬：

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|-------------------------------|-----------------------------------|-----------------------------------|
| Loss before income tax | 所得稅前虧損 | (55,238) | (156,332) |
| Tax on loss before income tax, calculated at the rates applicable to loss in the tax jurisdictions concerned | 除所得稅前虧損的稅項，按有關稅務司法權區虧損適用的稅率計算 | (13,306) | (38,647) |
| Tax effect of non-deductible expenses | 不可扣稅開支的稅務影響 | 5,741 | 17,480 |
| Tax effect of non-taxable income | 毋須課稅收入的稅務影響 | (4,268) | (1,501) |
| Tax effect of tax loss not recognised | 未確認稅項虧損的稅務影響 | 15,275 | 11,226 |
| Tax effect of previously unrecognised tax loss utilised | 動用過往未確認的稅項損失的稅務影響 | (469) | — |
| Tax effect of deductible temporary difference not recognised | 未確認可抵扣暫時性差異的稅務影響 | — | 9,094 |
| Others | 其他 | (2,484) | (1,406) |
| Income tax expense/(credit) | 所得稅開支／（抵免） | 489 | (3,754) |

11. DIVIDENDS

No dividend has been paid or declared by the Company for the year ended 31 December 2024 (2023: Nil).

11. 股息

截至二零二四年十二月三十一日止年度，本公司沒有已付或已宣派股息（二零二三年：無）。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

12. LOSS PER SHARE

The calculation of the basic and diluted loss per share attributable to the owners of the Company is based on following data:

| | | 2024 二零二四年 | 2023 二零二三年 |
|---|------------------------|---------------|---------------|
| Loss | 虧損 | | |
| Loss for the purposes of basic and diluted loss per share (RMB'000) | 就計算每股基本及攤薄虧損的虧損(人民幣千元) | (55,727) | (152,578) |
| Number of shares | 股份數目 | | |
| Weighted average number of ordinary shares | 普通股加權平均數 | 1,037,500,002 | 1,037,500,002 |
| Basic and diluted loss per share (RMB cents) | 每股基本及攤薄虧損(人民幣分) | (5.37) | (14.71) |

Diluted loss per share equals to basic loss per share, as there were no dilutive potential ordinary shares issued during the years ended 31 December 2024 and 2023.

12. 每股虧損

計算本公司擁有人應佔每股基本及攤薄虧損，乃根據以下數據計算：

每股攤薄虧損相等於每股基本虧損，原因為截至二零二四年及二零二三年十二月三十一日止年度，並無其他具攤薄潛力之普通股。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

13. PROPERTY, PLANT AND EQUIPMENT

13. 物業、廠房及設備

| | | Leasehold buildings 租賃樓宇 RMB'000 人民幣千元 | Leasehold improvements 租賃 物業裝修 RMB'000 人民幣千元 | Plant and machinery 廠房及機器 RMB'000 人民幣千元 | Motor vehicles and tools 汽車及工具 RMB'000 人民幣千元 | Furniture, fixtures and equipment 家具、裝置及 設備 RMB'000 人民幣千元 | Total 總額 RMB'000 人民幣千元 |
|--|--------------------------------|--|---|---|---|---|---------------------------------|
| At 1 January 2023 | 於二零二三年一月一日 | | | | | | |
| Cost | 成本 | 21,357 | 314,077 | 14,764 | 9,080 | 111,147 | 470,425 |
| Accumulated depreciation and impairment | 累計折舊及減值 | (6,409) | (205,660) | (13,136) | (7,756) | (86,594) | (319,555) |
| Net carrying amount | 賬面淨值 | 14,948 | 108,417 | 1,628 | 1,324 | 24,553 | 150,870 |
| Year ended 31 December 2023 | 截至二零二三年十二月三十一日止年度 | | | | | | |
| Opening net carrying amount | 年初賬面淨值 | 14,948 | 108,417 | 1,628 | 1,324 | 24,553 | 150,870 |
| Additions | 添置 | – | 24,676 | 5 | 107 | 3,603 | 28,391 |
| Disposals | 出售 | – | – | – | (115) | (130) | (245) |
| Depreciation | 折舊 | (304) | (49,443) | (212) | (280) | (5,169) | (55,408) |
| Impairment loss | 減值虧損 | – | (7,804) | – | – | (3,600) | (11,404) |
| Closing net carrying amount | 年末賬面淨值 | 14,644 | 75,846 | 1,421 | 1,036 | 19,257 | 112,204 |
| At 31 December 2023 and 1 January 2024 | 於二零二三年十二月三十一日及二零二四年一月一日 | | | | | | |
| Cost | 成本 | 21,357 | 331,506 | 14,763 | 8,796 | 113,923 | 490,345 |
| Accumulated depreciation and impairment | 累計折舊及減值 | (6,713) | (255,660) | (13,342) | (7,760) | (94,666) | (378,141) |
| Net carrying amount | 賬面淨值 | 14,644 | 75,846 | 1,421 | 1,036 | 19,257 | 112,204 |
| Year ended 31 December 2024 | 截至二零二四年十二月三十一日止年度 | | | | | | |
| Opening net carrying amount | 年初賬面淨值 | 14,644 | 75,846 | 1,421 | 1,036 | 19,257 | 112,204 |
| Additions | 添置 | – | 21,951 | 409 | – | 9,416 | 31,776 |
| Disposals | 出售 | – | – | – | (12) | (1,324) | (1,336) |
| Written-off | 撇銷 | – | – | – | (234) | (541) | (775) |
| Depreciation | 折舊 | (304) | (37,074) | (207) | (303) | (4,505) | (42,393) |
| Reversal of impairment loss/ (impairment loss) | 減值虧損撥回/(減值虧損) | – | 5,167 | – | – | (4,717) | 450 |
| Closing net carrying amount | 年末賬面淨值 | 14,340 | 65,890 | 1,623 | 487 | 17,586 | 99,926 |
| At 31 December 2024 | 於二零二四年十二月三十一日 | | | | | | |
| Cost | 成本 | 21,357 | 345,835 | 15,171 | 7,401 | 120,189 | 509,953 |
| Accumulated depreciation and impairment | 累計折舊及減值 | (7,017) | (279,945) | (13,548) | (6,914) | (102,603) | (410,027) |
| Net carrying amount | 賬面淨值 | 14,340 | 65,890 | 1,623 | 487 | 17,586 | 99,926 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

13. PROPERTY, PLANT AND EQUIPMENT (Continued)

Depreciation charges incurred for the year were recognised as “selling and distribution costs” and “administrative expenses” amounted to approximately RMB41,884,000 (2023: RMB54,897,000) and RMB509,000 (2023: RMB511,000) respectively.

Written off incurred for the year were recognised as “other operating expenses” amounted to approximately RMB775,000 (2023: Nil).

For the year ended 31 December 2024, the management of the Group identified impairment indicator of property, plant and equipment, right-of-use assets and intangible assets due to the unfavourable performance of the Group resulting from the deteriorated economic environment. Management has engaged an independent professional valuer to assist the assessment of the recoverable amount.

For the purposes of impairment testing, the Group estimates the recoverable amounts of a number of CGUs of the segment of “operation and management of retail stores and other related businesses” to which the asset belongs when it is not possible to estimate the recoverable amount individually, including allocation of corporate assets when reasonable and consistent basis can be established. Each CGU represents the Group’s individual retail stores and shopping malls. Property, plant and equipment, right-of-use assets and intangible assets set out in notes 13, 14 and 16 respectively, including allocation of corporate assets, that generate cash flows together have been allocated to these individual retail stores and shopping malls.

The recoverable amounts of each CGU were determined based on their value in use calculation.

The value in use was estimated with reference to the cash flow projections based on the most recent financial budgets approved by the Directors covering a period of the remaining useful lives of the essential assets of each CGU (the “Projection Period”), which represented the management’s best estimate on the ongoing operation of the CGUs where the existing CGUs will continue to operate in the foreseeable future and are consistent with past actual outcomes, with pre-tax discount rates ranged from 6.78% to 15.54% as at 31 December 2024 (2023: 7.87% to 11.38%). The annual projected revenue over the Projection Period within five year ranged from RMB6,338,000 to RMB58,071,000 (2023: RMB12,713,000 to RMB43,352,000). Cash flows beyond the five-year period are extrapolated using an estimated weighted average growth rate of 2% (2023: 2%), which does not exceed the long-term average growth rate for the market in which the CGU operates.

13. 物業、廠房及設備(續)

年內產生折舊支出已於「銷售及分銷成本」及「行政開支」分別確認約人民幣41,884,000元(二零二三年：人民幣54,897,000元)及人民幣509,000元(二零二三年：人民幣511,000元)。

年內產生撇銷已於「其他經營開支」確認約人民幣775,000元(二零二三年：無)。

截至二零二四年十二月三十一日止年度，因經濟環境惡化導致本集團表現下滑，因此本集團管理層發現物業、廠房及設備、使用權資產及無形資產出現表現欠佳。管理層已委聘一名獨立專業估值師以協助評估可收回金額而得出之結論為毋須作出減值。

就減值測試目的而言，當無法個別資產估計可收回金額時，則本集團估計資產所屬「經營及管理零售店及其他相關業務」分類現金產生單位的可收回金額，包括於可確立合理及一致基準時分配企業資產。各現金產生單位指本集團的個別零售店及商場。分別載於附註13、14及16共同產生現金流量的物業、廠房及設備、使用權資產及無形資產，包括企業資產的分配，已分配至該等個別零售店及商場。

現金產生單位的可收回金額已根據使用價值計算釐定。

使用價值乃參考根據董事批准之最新財務預測，涵蓋每個現金產生單位主要資產的剩餘可使用年限期間(「預測期」)之現金流量預測而估計，該預測代表管理層對現金產生單位持續經營的最佳估計，而現有現金產生單位將在可見將來繼續經營，亦與過往的實際結果一致，於二零二四年十二月三十一日，稅前折現率介乎6.78%至15.54%(二零二三年：7.87%至11.38%)。五年內預測期的年度預計收入介乎人民幣6,338,000元至人民幣58,071,000元(二零二三年：人民幣12,713,000元至人民幣43,352,000元)。超過五年期間的現金流量乃使用估計加權平均增長率2%(二零二三年：2%)而推斷，該增長率不超過現金產生單位經營所在市場長期平均增長率。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

13. PROPERTY, PLANT AND EQUIPMENT (Continued)

Based on the result of the assessment, the management of the Group determined that the recoverable amounts of five (2023: five) CGUs are lower than their carrying amounts. For each of these five (2023: five) CGUs, the impairment amount has been allocated pro rata to each category of property, plant and equipment, right-of-use assets and intangible assets such that the carrying amounts of each category of asset is not reduced below the highest of its fair value less costs of disposal, its value in use and zero. Meanwhile, the management of the Group determined that the recoverable amounts of other four (2023: Nil) CGUs are higher than their carrying amounts. For each of these four (2023: Nil) CGUs, the carrying amounts of each category of property, plant and equipment, right-of-use assets and intangible assets are increased to the revised estimate of their recoverable amounts, to the extent that the increased carrying amounts do not exceed the carrying amounts that would have been determined had no impairment loss been recognised for these assets in prior years.

Based on the recoverable amount calculation and the allocation, the carrying amounts of the right-of-use assets and intangible assets were written down to their recoverable amounts of approximately RMB300,251,000 (2023: RMB320,320,000) (Note 14) and RMB4,047,000 (2023: RMB6,306,000) (Note 16) respectively, while the carrying amounts of the property, plant and equipment were increased to the revised estimate of their recoverable amounts of approximately RMB99,926,000 (2023: written down to RMB112,204,000). As a result, net impairment loss of RMB10,727,000 (2023: RMB26,567,000) (Note 14), RMB2,341,000 (2023: RMB1,839,000) (Note 16) and net reversal of impairment loss of approximately RMB450,000 (2023: impairment loss of RMB11,404,000) have been recognised against the carrying amounts of right-of-use assets, intangible assets and property, plant and equipment respectively in the consolidated statement of comprehensive income.

13. 物業、廠房及設備(續)

根據評估結果，本集團管理層確定五(二零二三年：五)個現金產生單位的可收回金額低於其賬面值。就該五(二零二三年：五)個現金產生單位而言，減值金額已按比例分配至物業、廠房及設備、使用權資產及無形資產各類別，致使各類別資產的賬面值不會減至低於其公平值減出售成本的最高值、其使用價值及零的最高者。同時，本集團管理層確定其他四個(二零二三年：無)現金產生單位的可收回金額高於其賬面值。就此四個(二零二三年：無)現金產生單位中的每一個現金產生單位而言，各類物業、廠房及設備、使用權資產及無形資產的賬面值均增加至其可收回金額的修訂估計，惟增加的賬面值不得超過假設過往年度未就該等資產確認減值虧損時所確定的賬面值。

根據可收回金額的計算及分配，使用權資產及無形資產的賬面值分別撇減至其可收回金額約人民幣300,251,000元(二零二三年：人民幣320,320,000元)(附註14)及人民幣4,047,000元(二零二三年：6,306,000元)(附註16)，而物業、廠房及設備的賬面值則增加至其可收回金額的經修訂估計約人民幣99,926,000元價值(二零二三年：撇減至人民幣112,204,000元)。因此，於綜合全面收益表分別就使用權資產、無形資產及物業、廠房及設備賬面值確認減值虧損淨額人民幣10,727,000元(二零二三年：人民幣26,567,000元)(附註14)、人民幣2,341,000元(二零二三年：人民幣1,839,000元)(附註16)，以及減值虧損撥回淨額約人民幣450,000元(二零二三年：人民幣減值虧損人民幣11,404,000元)。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

14. LEASES

The Group as a lessee

Nature of leasing activities (in the capacity as lessee)

(i) Properties leased for own use

The Group entered into various lease agreements for retail stores, shopping malls and employees' accommodation with independent third parties and the related companies, namely BJH Group and Shenzhen Jiahua Real Estate Development Company Limited ("JH Real Estate"), companies in which Mr. Zhuang Lu Kun and Mrs. Zhuang Su Lan, the spouse of Mr. Zhuang Lu Kun, have beneficial interests.

The leases with independent third parties have initial period of non-cancellable leases between 2 and 15 years (2023: between 2 and 12 years) as at 31 December 2024.

The leases with related companies, BJH Group and JH Real Estate, have initial period of non-cancellable leases between 3 and 15 years (2023: between 3 and 15 years) as at 31 December 2024.

(ii) Leasehold land for own use

The Group is the registered owner of the leasehold land. The leasehold land will expire in 2066. Lump sum payment has made upfront to acquire the land.

Right-of-use assets

The analysis of the net book value of right-of-use assets by class of underlying asset is as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|-------------------------------|--------|-----------------------------------|-----------------------------------|
| Properties leased for own use | 自用租賃物業 | 289,416 | 309,224 |
| Leasehold land for own use | 自用租賃土地 | 10,835 | 11,096 |
| | | 300,251 | 320,320 |

14. 租賃

本集團作為承租人

租賃活動性質（以承租人身份）

(i) 自用租賃物業

本集團與獨立第三方及關聯公司，即百佳華集團及深圳市佳華房地產開發有限公司（「佳華房地產」），（莊陸坤先生及其配偶莊素蘭女士於該公司擁有實益權益），就零售門店、購物中心及員工住宿訂立多項租賃協議。

於二零二四年十二月三十一日，與獨立第三方所訂租賃之不可撤銷初步租賃期介乎2至15年（二零二三年：介乎2至12年）。

於二零二四年十二月三十一日，與關聯公司，即百佳華集團及佳華房地產所訂租賃之不可撤銷初步租賃期介乎3至15年（二零二三年：介乎3至15年）之間。

(ii) 自用租賃土地

本集團為租賃土地的登記持有人。租賃土地將於二零六六年屆滿。在收購土地時已預先一筆過支付款項。

使用權資產

使用權資產按相關資產類別劃分的賬面淨值分析如下：

Notes to the Consolidated Financial Statements (Continued)
綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

14. LEASES (Continued)
The Group as a lessee (Continued)
Right-of-use assets (Continued)

14. 租賃(續)
本集團作為承租人(續)
使用權資產(續)

| | | Properties leased for own use 自用租賃物業 RMB'000 人民幣千元 | Leasehold land for own use 自用租賃土地 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|---|-------------------------------------|---|--|---------------------------------|
| At 1 January 2023 | 於二零二三年 一月一日 | 284,735 | 11,357 | 296,092 |
| Additions | 添置 | 124,982 | – | 124,982 |
| Depreciation | 折舊 | (58,930) | (261) | (59,191) |
| Effect of lease modifications | 租賃修訂的影響 | (14,996) | – | (14,996) |
| Impairment loss | 減值虧損 | (26,567) | – | (26,567) |
| At 31 December 2023 and 1 January 2024 | 於二零二三年 十二月三十一日及 二零二四年 一月一日 | 309,224 | 11,096 | 320,320 |
| Additions | 添置 | 24,839 | – | 24,839 |
| Depreciation | 折舊 | (45,693) | (261) | (45,954) |
| Early termination of leases | 提早終止租賃 | (2,490) | – | (2,490) |
| Effect of other lease modifications | 租賃修訂的影響 | 14,263 | – | 14,263 |
| Impairment loss | 減值虧損 | (10,727) | – | (10,727) |
| At 31 December 2024 | 於二零二四年 十二月三十一日 | 289,416 | 10,835 | 300,251 |

For the years ended 31 December 2024 and 2023, management identified impairment indicator of property, plant and equipment, right-of-use assets and intangible assets due to unfavourable performance of the Group resulting from the deteriorated economic environment. Management has engaged an independent professional valuer to assist the assessment of the recoverable amount.

The impairment assessment of the CGUs related to the segment of operation and management of retail stores and other related businesses of which the right-of-use assets were allocated to were summarised in note 13 to these consolidated financial statements.

截至二零二四年及二零二三年十二月三十一日止年度，經濟環境惡化導致本集團的表現欠佳，故管理層確定物業、廠房及設備、使用權資產及無形資產出現表現欠佳。管理層已委聘一名獨立專業估值師以協助評估可收回金額而得出之結論為毋須作出減值。

有關使用權資產分配至經營及管理零售店及其他相關業務分類的現金產生單位的減值評估概要載於本綜合財務報表附註13。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

14. LEASES (Continued) The Group as a lessee (Continued) Lease liabilities

14. 租賃(續) 本集團作為承租人(續) 租賃負債

| | | Properties leased for own use 自用租賃物業 RMB'000 人民幣千元 |
|--|----------------------------|---|
| At 1 January 2023 | 於二零二三年一月一日 | 417,648 |
| Additions | 添置 | 124,982 |
| Effect of lease modifications | 租賃修訂的影響 | (14,996) |
| Interest expenses | 利息開支 | 40,311 |
| Lease payments | 租賃付款 | (86,925) |
| At 31 December 2023 and 1 January 2024 | 於二零二三年十二月三十日及 二零二四年一月一日 | 481,020 |
| Additions | 添置 | 24,839 |
| Early termination of leases | 提早終止租賃 | (8,003) |
| Effect of other lease modifications | 其他租賃修訂的影響 | 14,263 |
| Interest expenses | 利息開支 | 41,966 |
| Lease payments | 租賃付款 | (112,895) |
| At 31 December 2024 | 於二零二四年十二月三十一日 | 441,190 |

Extension and termination options

Extension and termination options are included in a number of properties lease for own use across the Group. These are used to maximise operational flexibility in terms of managing assets used in the Group's operations. The majority of extension and termination options held are exercisable only by the mutual agreement between the Group and the respective lessor.

續期及終止選擇權

續期及終止選擇權包括在本集團若干自用物業租賃內。該等選擇權乃用於盡量提高管理本集團業務所用資產的營運彈性。所持的大部分續期及終止選擇權僅可由本集團與相關出租人雙方協定行使。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024

截至二零二四年十二月三十一日止年度

14. LEASES (Continued)

The Group as a lessee (Continued)

Lease liabilities (Continued)

Future lease payments are due as follows:

14. 租賃(續)

本集團作為承租人(續)

租賃負債(續)

未來租賃付款的到期情況如下：

| | | Minimum lease payments 最低租賃付款 RMB'000 人民幣千元 | Interest 利息 RMB'000 人民幣千元 | Present value 現值 RMB'000 人民幣千元 |
|--|----------------------|--|------------------------------------|---|
| At 31 December 2024 | 於二零二四年十二月三十一日 | | | |
| Not later than one year | 不遲於一年 | 77,859 | 38,098 | 39,761 |
| Later than one year and not later than two years | 遲於一年及不遲於兩年 | 103,519 | 32,973 | 70,546 |
| Later than two years and not later than five years | 遲於兩年及不遲於五年 | 212,013 | 76,581 | 135,432 |
| More than five years | 五年以上 | 267,860 | 72,409 | 195,451 |
| | | 661,251 | 220,061 | 441,190 |

| | | Minimum lease payments 最低租賃付款 RMB'000 人民幣千元 | Interest 利息 RMB'000 人民幣千元 | Present value 現值 RMB'000 人民幣千元 |
|--|----------------------|--|------------------------------------|---|
| At 31 December 2023 | 於二零二三年十二月三十一日 | | | |
| Not later than one year | 不遲於一年 | 94,401 | 42,542 | 51,859 |
| Later than one year and not later than two years | 遲於一年及不遲於兩年 | 104,807 | 28,020 | 76,787 |
| Later than two years and not later than five years | 遲於兩年及不遲於五年 | 239,356 | 96,857 | 142,499 |
| More than five years | 五年以上 | 296,108 | 86,233 | 209,875 |
| | | 734,672 | 253,652 | 481,020 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

14. LEASES (Continued)

The Group as a lessee (Continued)

Lease liabilities (Continued)

The present value of future lease payments are analysed as:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|-------------------------|-------|-----------------------------------|-----------------------------------|
| Current liabilities | 流動負債 | 39,761 | 51,859 |
| Non-current liabilities | 非流動負債 | 401,429 | 429,161 |
| | | 441,190 | 481,020 |

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--------------------------|--------|-----------------------------------|-----------------------------------|
| Short-term lease expense | 短期租賃開支 | 1,075 | 1,705 |

14. 租賃（續）

本集團作為承租人（續）

租賃負債（續）

未來租賃付款的現值分析如下：

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

14. LEASES (Continued)

The Group as a lessor – Operating leases

The Group leases out the investment properties under operating leases and sub-leases out a number of properties.

The total future minimum lease receivables under non-cancellable operating leases from independent third parties are as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|------------|-----------------------------------|-----------------------------------|
| Not later than one year | 不遲於一年 | 128,307 | 132,473 |
| Later than one year and not later than two years | 遲於一年及不遲於兩年 | 102,830 | 110,831 |
| Later than two years and not later than three years | 遲於兩年及不遲於三年 | 80,104 | 83,122 |
| Later than three years and not later than four years | 遲於三年及不遲於四年 | 59,915 | 65,388 |
| Later than four years and not later than five years | 遲於四年及不遲於五年 | 39,018 | 48,397 |
| Later than five years | 五年以上 | 43,225 | 63,460 |
| | | 453,399 | 503,671 |

The total future minimum lease receivables under non-cancellable operating leases from related companies, namely BJH Group and JH Real Estate are as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|------------|-----------------------------------|-----------------------------------|
| Not later than one year | 不遲於一年 | 3,263 | 3,223 |
| Later than one year and not later than two years | 遲於一年及不遲於兩年 | 1,692 | 3,263 |
| Later than two years and not later than three years | 遲於兩年及不遲於三年 | – | 1,692 |
| | | 4,955 | 8,178 |

14. 租賃(續)

本集團作為出租人－經營租賃

本集團根據經營租賃出租投資物業及轉租多個物業。

根據不可撤銷經營租賃應收獨立第三方的未來最低租賃應收款項總額如下：

根據不可撤銷經營租賃，應收關聯公司百佳華集團及佳華房地產之未來最低租賃應收款項總額如下：

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

15. INVESTMENT PROPERTIES

15. 投資物業

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|-----------|-----------------------------------|-----------------------------------|
| At beginning of the year | 年初 | 246,000 | 258,600 |
| Decrease in fair value of investment properties | 投資物業公平值減少 | (19,500) | (12,600) |
| At end of the year | 年末 | 226,500 | 246,000 |

The investment properties represent various leasehold land and buildings located in the PRC held for generating rental income and the leasehold land will expire in 2066.

The fair values of the Group's investment properties as at 31 December 2024 and 2023 were arrived at on the basis of valuations carried out at the date by Valor Appraisal & Advisory Limited, an independent firm of qualified professional valuer not connected to the Group, who has appropriate qualification and recent experience in the valuation of similar properties in the relevant locations.

The fair value of investment properties is a level 3 recurring fair value measurement.

A reconciliation of the opening and closing fair value balance is provided below:

投資物業指為產生租金收入而持有的若干中國租賃土地及樓宇，而租賃土地的期限將於二零六六年屆滿。

本集團投資物業於二零二四年及二零二三年十二月三十一日的公平值，乃基於匯來評估及顧問有限公司於該日進行的估值達致，其為與本集團概無關聯的一間獨立合資格專業估值師行，並具有評估相關地區類似物業之適當資格及近期經驗。

投資物業的公平值為第3層經常性公平值計量。

年初及年末的公平值結餘對賬載列如下：

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|-----------------------------|-----------------------------------|-----------------------------------|
| Opening balance (level 3 recurring fair value) | 年初結餘(第3層經常性公平值) | 246,000 | 258,600 |
| Decrease in fair value of investment properties | 投資物業公平值減少 | (19,500) | (12,600) |
| Closing balance (level 3 recurring fair value) | 年末結餘(第3層經常性公平值) | 226,500 | 246,000 |
| Change in unrealised losses for the year included in profit or loss for assets held at 31 December | 於十二月三十一日就持有資產計入損益的年內未變現虧損變動 | (19,500) | (12,600) |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

15. INVESTMENT PROPERTIES (Continued)

Fair values of investment properties are determined using the investment method on the basis of capitalisation of the net rental income derived from the existing tenancies with due allowance for reversionary income potential. The fair value measurement is positively correlated to the market monthly rental rate and negatively correlated to property yield.

15. 投資物業(續)

投資物業的公平值乃透過資本化(附有的復歸收入潛力的適當條文)將現有租約所得淨租金收入採用投資法釐定。公平值計量與市場每月租金成正比，而與物業回報率則成反比。

| | Valuation techniques 估值技術 | Significant unobservable inputs 重大無法觀察之輸入資料 | Range 範圍 |
|--|------------------------------|---|--|
| At 31 December 2024 於二零二四年十二月三十一日 | | | |
| Investment properties | Investment method | Market monthly rental rate taking into account of individual factors such as location, floor, size, etc. (RMB/sq.m) | RMB90 to RMB300 (2023: RMB90 to RMB300) |
| 投資物業 | 投資法 | 市場每月租金計及位置、樓層、面積等個別因素(人民幣/平方米) | 人民幣90元至 人民幣300元 (二零二三年： 人民幣90元至 人民幣300元) |
| | | Capitalisation rate of reversionary income | 5% (2023: 4% to 5%) |
| | | 復歸收入的資本化比率 | 5% (二零二三年：4%至5%) |

There were no changes to the valuation techniques during the years.

年內估值技術並無任何變動。

The fair value measurement is based on the above properties' highest and best use, which does not differ from their actual use.

公平值計量乃基於上述物業得到完全充分使用(與其實際用途相同)。

As at 31 December 2024, the banking facility is secured by certain portion of the Group's investment properties amounted to approximately RMB212,500,000 (2023: RMB230,800,000) (Note 27).

於二零二四年十二月三十一日，銀行融資由本集團約人民幣212,500,000元(二零二三年：人民幣230,800,000元)的若干部分投資物業作抵押(附註27)。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

16. INTANGIBLE ASSETS

16. 無形資產

| | | Computer software 電腦軟件 RMB'000 人民幣千元 |
|---|--------------------------------|---|
| At 1 January 2023 | 於二零二三年一月一日 | |
| Cost | 成本 | 10,092 |
| Accumulated amortisation | 累計攤銷 | (3,629) |
| Net carrying amount | 賬面淨值 | 6,463 |
| Year ended 31 December 2023 | 截至二零二三年十二月三十一日止年度 | |
| Opening net carrying amount | 年初賬面淨值 | 6,463 |
| Additions – externally acquired | 添置－外部收購 | 2,964 |
| Amortisation | 攤銷 | (1,282) |
| Impairment loss | 減值虧損 | (1,839) |
| Closing net carrying amount | 年末賬面淨值 | 6,306 |
| At 31 December 2023 and 1 January 2024 | 於二零二三年十二月三十一日及二零二四年一月一日 | |
| Cost | 成本 | 13,056 |
| Accumulated amortisation | 累計攤銷 | (6,750) |
| Net carrying amount | 賬面淨值 | 6,306 |
| Year ended 31 December 2024 | 截至二零二四年十二月三十一日止年度 | |
| Opening net carrying amount | 年初賬面淨值 | 6,306 |
| Additions – externally acquired | 添置－外部收購 | 1,559 |
| Amortisation | 攤銷 | (1,477) |
| Impairment loss | 減值虧損 | (2,341) |
| Closing net carrying amount | 年末賬面淨值 | 4,047 |
| At 31 December 2024 | 於二零二四年十二月三十一日 | |
| Cost | 成本 | 14,615 |
| Accumulated amortisation and impairment | 累計攤銷及減值 | (10,568) |
| Net carrying amount | 賬面淨值 | 4,047 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

16. INTANGIBLE ASSETS (Continued)

For the years ended 31 December 2024 and 2023, management identified impairment indicator of property, plant and equipment, right-of-use assets and intangible assets due to unfavourable performance of the Group resulting from the deteriorated economic environment. Management has engaged an independent professional valuer to assist the assessment of the recoverable amount.

The impairment assessment of the CGUs related to the segment of operation and management of retail stores and other related businesses of which the intangible assets were allocated to were summarised in note 13 to these consolidated financial statements.

16. 無形資產(續)

截至二零二四年及二零二三年十二月三十一日止年度，由於經濟環境惡化導致本集團業績不佳，管理層識別出物業、廠房及設備、使用權資產及無形資產減值。管理階層已聘請獨立專業估值師協助評估可收回金額。

與分配無形資產的零售商店及其他相關業務的經營管理分類相關的現金產生單位的減值評估匯總於本綜合財務報表附註13。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

17. DEPOSITS PAID, PREPAYMENTS AND OTHER RECEIVABLES

17. 已付按金、預付款項及其他應收款項

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---------------------------------------|-----------------|-----------------------------------|-----------------------------------|
| Non-current assets | 非流動資產 | | |
| Refundable rental deposits (Note (i)) | 可退還租賃按金(附註(i)) | 19,520 | 19,376 |
| Current assets | 流動資產 | | |
| Deposits paid | 已付按金 | 1,080 | 1,272 |
| Prepayments (Note (ii)) | 預付款項(附註(ii)) | 2,249 | 1,291 |
| Advances to suppliers | 向供應商墊款 | 563 | 1,411 |
| Other receivables (Note (iii)) | 其他應收款項(附註(iii)) | 11,167 | 23,001 |
| | | 15,059 | 26,975 |

Notes:

- (i) As at 31 December 2024, included in the refundable rental deposits of approximately RMB3,327,000 (2023: RMB3,327,000) and RMB6,625,000 (2023: RMB7,070,000) represented rental deposits paid to BJH Group and JH Real Estate, the related companies of the Group, respectively.
- (ii) As at 31 December 2024, included in the balance was prepaid rental expenses to a related company of approximately RMB928,000 (2023: Nil).
- (iii) As at 31 December 2024, included in the balance was input value added tax ("VAT") receivable of approximately RMB8,535,000 (2023: RMB17,719,000) and other receivable due from a related company of approximately RMB798,000 (2023: Nil). Input VAT arose when the Group purchases products from suppliers and the input VAT can be deducted from output VAT on revenue.

Except for input VAT receivables which had no expiry date, all other receivables were repayable either on demand or within one year.

The Directors consider that the fair values of other receivables (current portion), except for input VAT receivables, which are expected to be recovered within one year are not materially different from their carrying amounts because these balances have short maturity periods on their inception.

Further details on the Group's credit policy and credit risk arising from deposits and other receivables are set out in note 37(iii).

附註：

- (i) 於二零二四年十二月三十一日，計入可退回租賃按金中的約人民幣3,327,000元(二零二三年：人民幣3,327,000元)及人民幣6,625,000元(二零二三年：人民幣7,070,000元)分別向百佳華集團及佳華房地產(本集團相關公司)支付的租賃按金。
- (ii) 結餘中包括於二零二四年十二月三十一日向關聯公司支付的預付租賃開支約人民幣928,000元(二零二三年：無)。
- (iii) 結餘中包括於二零二四年十二月三十一日應收回進項增值稅(「增值稅」)約人民幣8,535,000元(二零二三年：人民幣17,719,000元)及其他應收關聯公司款項約人民幣798,000元(二零二三年：無)。有關進項增值稅因本集團向供應商採購產品而產生，並可於收益中自銷項增值稅扣除。

除並無屆滿日期的應收回進項增值稅外，所有其他應收款項須按要求或於一年內償還。

董事認為，由於該等結餘於產生後在短期內到期，預期於一年內收回之其他應收款項(即期部分)(除應收回進項增值稅外)之公平值與其賬面值並無重大差異。

有關本集團信貸政策及按金及其他應收款項所產生信貸風險的詳情載於附註37(iii)。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

18. INTERESTS IN AN ASSOCIATE

18. 於一家聯營公司之權益

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|-------------------------------------|----------|-----------------------------------|-----------------------------------|
| Share of net liabilities | 應佔負債淨值 | (484) | (484) |
| Goodwill | 商譽 | 600 | 600 |
| Less: Accumulated impairment losses | 減：累計減值虧損 | (116) | (116) |
| | | - | - |

Details of the associate as at 31 December 2024 and 2023 are as follows:

於二零二四年及二零二三年十二月三十一日，聯營公司詳情如下：

| Company name 公司名稱 | Place of incorporation/ establishment and legal form of entity 註冊成立／成立地點及 其法人類別 | Particulars of paid-up registered capital 繳足註冊 資本詳情 | Percentage of interest held by the Company indirectly 本公司間接持有 權益百分比 | Principal activities and place of operations 主要業務及 經營地點 |
|--|---|--|--|--|
| Shenzhen Egoos Mobile Internet Limited 深圳市移樂購移動互聯有限公司 | The PRC, limited liability company 中國，有限責任公司 | RMB10,000,000 人民幣10,000,000元 | 30% | Operation and management of online sale in the PRC 於中國經營與管理網上銷售 |

In the opinion of the Directors, the above associate is immaterial to the Group.

董事認為，上述聯營公司對本集團並不重大。

The summarised financial information of the associate is not disclosed for the years ended 31 December 2024 and 2023, and the Directors considered the impact of it is immaterial in view of the insignificance of the carrying amount of this associate.

截至二零二四年及二零二三年十二月三十一日止年度，聯營公司並無披露其財務資料概要，且董事認為鑒於此聯營公司之賬面值並不重大，故其影響不算重大。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

19. INVENTORIES AND CONSUMABLES

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|------------------------|-------|-----------------------------------|-----------------------------------|
| Merchandise for resale | 轉售商品 | 3,007 | 4,577 |
| Low value consumables | 低值易耗品 | 1,518 | 1,859 |
| | | 4,525 | 6,436 |

19. 存貨及易耗品

20. TRADE AND LOAN RECEIVABLES

All of the Group's sales are on cash basis except for trade receivables from certain bulk sales of merchandise to corporate customers, rental income receivables from tenants and loan receivables from provision of financing services.

The credit terms offered to the customers from operation and management of retail stores and other related businesses are generally for a period of one to three months (2023: one to three months).

20. 應收貿易賬款及貸款

除若干向企業客戶作出的大量商品銷售、應收租客的租金收入及應收金融業務的貸款賬款，本集團所有銷售均以現金進行。

授予此等經營及管理零售店及其他相關業務之客戶的信貸期一般為一至三個月（二零二三年：一至三個月）。

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|-------------------------------------|-------------------|-----------------------------------|-----------------------------------|
| Trade receivables (Note (i)) | 應收貿易賬款(附註(i)) | 35,808 | 30,514 |
| Loan receivables (Note (ii)) | 應收貸款(附註(ii)) | 38,054 | 38,054 |
| Less: loss allowance (Note 37(iii)) | 減：減值準備(附註37(iii)) | (38,054) | (38,054) |
| | | — | — |
| | | 35,808 | 30,514 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

20. TRADE AND LOAN RECEIVABLES (Continued)

As at 31 December 2024, included in trade receivables of approximately RMB32,686,000 (2023: RMB28,986,000) represented rental income receivables from tenants of which approximately RMB853,000 (2023: RMB210,000) was pledged to secure the banking facility (Note 27) and RMB3,122,000 (2023: RMB1,528,000) represented receivables from sales of goods (Note 7(a)).

As at 31 December 2024, included in trade receivables of approximately RMB3,354,000 (2023: RMB547,000) represented trade receivables due from related companies.

Trade receivables were non-interest-bearing. Loan receivables from provision of financing services which bore interest at fixed rates with effective interest rates at 15% per annum. The loan receivables are secured by the borrower's right over the trade receivables of the sales contract with its customer and with recourse.

Notes:

- (i) The aging analysis of the Group's trade receivables, based on invoice dates, is as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|----------------|----------|-----------------------------------|-----------------------------------|
| Within 30 days | 30日內 | 34,635 | 29,199 |
| 31–60 days | 31至60日 | 140 | 695 |
| 61–180 days | 61至180日 | 490 | 617 |
| 181–365 days | 181至365日 | 537 | 2 |
| Over 365 days | 超過365日 | 6 | 1 |
| | | 35,808 | 30,514 |

The Directors consider that the fair values of trade receivables which are expected to be recovered within one year are not materially different from their carrying amounts because these balances have short maturity periods on their inception.

20. 應收貿易賬款及貸款(續)

於二零二四年十二月三十一日，計入應收貿易賬款的約人民幣32,686,000元(二零二三年：人民幣28,986,000元)指應收租客的租金收入，其中約人民幣853,000元(二零二三年：人民幣210,000元)已抵押作擔保銀行融資(附註27)及人民幣3,122,000元(二零二三年：人民幣1,528,000元)指銷售貨品的應收賬款(附註7(a))。

於二零二四年十二月三十一日，計入應收貿易賬款的約人民幣3,354,000元(二零二三年：人民幣547,000元)指應收關連公司之應收貿易賬款。

應收貿易賬款為免息。源自金融業務之應收貸款賬款附帶15厘之固定實際年利率。應收貸款以借款人對其與客戶所訂立具追索權的銷售合約的應收貿易款項權利作擔保。

附註：

- (i) 本集團之應收貿易賬款按發票日期的賬齡分析如下：

董事認為，由於該等結餘於產生後在短期內到期，預期於一年內收回的應收貿易賬款的公平值與其賬面值並無重大差異。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

20. TRADE AND LOAN RECEIVABLES (Continued)

Notes: (Continued)

- (ii) The aging analysis of the Group's loan receivables (net of impairment loss) is as follows:

| | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|-----------------------------------|-----------------------------------|
| Repayable on demand or within one year 按要求償還或一年內 | — | — |

The Directors consider that the fair values of loan receivables which are expected to be recovered within one year are not materially different from their carrying amounts because these balances have short maturity periods on their inceptions.

During the year ended 31 December 2023, the Group has entered into an agreement with the debtor of loan receivables, Shenzhen Congzhong Dianzi Keji Company Limited ("Congzhong") of loan receivable for the new repayment terms (the "New Repayment Schedule"). Pursuant to the New Repayment Schedule, Congzhong is required to repay the aggregate principal and interest amount at a minimum of RMB5,000,000, RMB7,000,000 and RMB8,000,000 within the second quarter, third quarter and last quarter of 2023 respectively.

In June 2023, the Group did not receive the scheduled repayment from Congzhong, the Group has commenced legal proceedings against Congzhong for failing to repay the principal and interest according to the contract terms.

20. 應收貿易賬款及貸款(續)

附註：(續)

- (ii) 本集團應收貸款的賬齡(扣除減值虧損)分析如下：

董事認為，由於該等結餘於產生後在短期內到期，預期於一年內收回的應收貸款的公平值與其賬面值並無重大差異。

截至二零二三年十二月三十一日止年度，本集團已與應收貸款債務人深圳市從眾電子科技有限公司(「從眾」)訂立新還款條款(「新還款時間表」)的應收貸款協議。根據新的還款時間表，從眾須於二零二三年第二季、第三季及最後一季分別償還至少人民幣500萬元、700萬元和800萬元的本金及利息總額。

二零二三年六月，本集團未收到從眾按期還款，本集團已對從眾未依合約條款償還本息提起法律訴訟。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

20. TRADE AND LOAN RECEIVABLES (Continued)

Notes: (Continued)

(ii) (continued)

In July 2023, the court has announced its judgement that Congzhong is required to: (i) repay the outstanding principal amount of approximately RMB32,900,000 and its related interests to the Group within 10 days from 31 July 2023; and (ii) Congzhong is required to pay to litigation fee of approximately RMB220,000 to the Group.

In August 2023, the court has issued the notice for sealing up, distraining and freezing various properties of Congzhong and its legal representatives. These frozen properties of Congzhong initiated by the court comprised of cash and cash equivalents amounted to approximately RMB10,000 and a residential property located in Shenzhen.

As Congzhong has not fulfilled the legal responsibility to the Group in accordance with the court decision, the Group has lodged application for compulsory execution of the decision by the court and the compulsory execution has been approved by the court in December 2023.

Up to 31 December 2024, the Group did not receive any compensation from Congzhong.

The Directors considered that the outstanding loan receivables to be credit-impaired, impairment loss on loan receivables amounted to approximately RMB36,377,000 was made, which has been recorded in profit or loss for the year ended 31 December 2023.

Further details on the Group's credit policy and credit risk arising from trade and loan receivables are set out in note 37(iii).

21. PLEDGED BANK DEPOSIT

Pledged bank deposit amounted to RMB2,000,000 (2023: RMB2,000,000) represented the bank deposit pledged for the repayment of the principal and interest of the secured bank loan required by the bank (Note 27). The deposit bore interest at floating rates based on daily bank deposit rate with effective interest rate of 0.20% (2023: 0.10%) per annum.

20. 應收貿易賬款及貸款 (續)

附註: (續)

(ii) (續)

二零二三年七月，法院宣告判決，要求從眾：(i)自二零二三年七月三十一日起10天內向本集團償還未償還本金約人民幣32,900,000元及其相關利息；及(ii)從眾須向本集團支付訴訟費用約人民幣22萬元。

二零二三年八月，法院下達查封、扣押、凍結從眾及其法定代理人多項財產的通知書。法院發起凍結的從眾物業產包括現金及現金等價物約人民幣1萬元以及位於深圳的一處住宅物業。

由於從眾未依法院判決履行對本集團的法律責任，本集團已向法院提出強制執行該判決的申請，並已於二零二三年十二月獲得法院批准強制執行。

截至二零二四年十二月三十一日，本集團未收到任何從眾的補償。

董事認為未償還的應收貸款已發生信用減損，提列應收貸款減值虧損約人民幣36,377,000元，並已計入截至二零二三年十二月三十一日止年度之損益。

有關本集團應收貿易賬款及貸款產生的信貸政策及信貸風險的進一步詳情載於附註37(iii)。

21. 受限制銀行存款

已抵押銀行存款為人民幣2,000,000元(二零二三年：人民幣2,000,000元)，指已抵押於應銀行要求償還有抵押銀行貸款本金及利息的銀行存款(附註27)。存款基於每日銀行存款利率按浮動利率計息，每年實際利率為0.20%(二零二三年：0.10%)。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

22. CASH AND CASH EQUIVALENTS

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|------------------|-----------------------------------|-----------------------------------|
| Cash at banks and in hand | 銀行及手頭現金 | 25,087 | 40,002 |
| Cash and cash equivalents for the purpose of consolidated statement of cash flows | 現金綜合流量表的現金及現金等價物 | 25,087 | 40,002 |

The Group had cash and bank balances denominated in RMB and held in the PRC of approximately RMB20,480,000 (2023: RMB36,359,000) of which the remittance out of the PRC was subject to the exchange control restrictions imposed by the PRC government.

The cash at banks bore interests at floating rates based on daily bank deposit rates. As at 31 December 2024, certain bank deposits bore interest at floating rate with effective interest rate was 0.87% (2023: 1.27%) per annum.

23. TRADE PAYABLES

The credit terms granted by suppliers are generally for a period of 30 to 60 days (2023: 30 to 60 days). The aging analysis of the trade payables, based on invoice dates, is as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|----------------|----------|-----------------------------------|-----------------------------------|
| Within 30 days | 30日內 | 21,790 | 25,605 |
| 31–60 days | 31至60日 | 9,245 | 10,370 |
| 61–180 days | 61至180日 | 9,957 | 3,974 |
| 181–365 days | 181至365日 | 1,166 | 607 |
| Over 365 days | 365日以上 | 6,125 | 6,014 |
| | | 48,283 | 46,570 |

All amounts are short term and hence the carrying amounts of the Group's trade payables are considered to be a reasonable approximation of fair values.

22. 現金及現金等價物

本集團以人民幣計值並在中國持有的現金及銀行結餘約為人民幣20,480,000元（二零二三年：人民幣36,359,000元），其中匯出中國之款項須受中國政府實施的外匯管制限制規限。

銀行現金按浮息計息，乃按每日銀行存款利率計算。於二零二四年十二月三十一日，若干銀行存款按浮息計息，實際年利率為0.87厘（二零二三年：1.27厘）。

23. 應付貿易賬款

供應商授出的信貸期一般為30至60日（二零二三年：30至60日）。應付貿易賬款按發票日期的賬齡分析如下：

所有款項均為短期，因此，本集團之應付貿易賬款賬面值被視為其公平值之合理約數。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

24. CONTRACT LIABILITIES

24. 合約負債

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|-----------------|-----------------------------------|-----------------------------------|
| Contract liabilities | 合約負債 | 10,629 | 13,051 |
| | | | |
| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
| Contract liabilities in relation to: | 合約負債涉及： | | |
| Operation and management of retail stores and other related businesses | 經營及管理零售店及其他相關業務 | | |
| – Prepaid gift cards | – 預付禮品卡 | 8,791 | 10,403 |
| – Customer loyalty programme | – 客戶長期支持計劃 | 1,838 | 2,648 |
| | | 10,629 | 13,051 |

The contract liabilities represented the aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied as of each reporting period. The Group expects the transaction price allocated to the unsatisfied performance obligations will be recognised as revenue when the award points in relation to customer loyalty programme and prepaid gift cards are redeemed, which are generally less than a year. The Group has elected the practical expedient for not to disclose the remaining performance obligations for these types of contracts.

合約負債指截至各報告期間分配至未達成履約責任的交易價格總額。本集團預期，當兌換有關客戶長期支持計劃及預付禮品卡的獎勵積分時(一般少於一年)，分配至未達成履約責任的交易價格將確認為收入。本集團已選擇實用權宜之計，不披露該類合約的剩餘履約義務。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

24. CONTRACT LIABILITIES (Continued) Movements in contract liabilities

24. 合約負債（續） 合約負債變動

| 2024 | 二零二四年 | Prepaid gift cards 預付禮品卡 RMB'000 人民幣千元 | Award points under customer loyalty programme 客戶長期支持計劃下之獎勵積分 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|--|----------------------------|---|---|---------------------------------|
| At 1 January | 於一月一日 | 10,403 | 2,648 | 13,051 |
| Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the year | 因年內確認於年初計入合約負債的收入而導致合約負債減少 | (10,403) | (1,967) | (12,370) |
| Increase in contract liabilities | 合約負債增加 | 8,791 | 1,157 | 9,948 |
| At 31 December | 於十二月三十一日 | 8,791 | 1,838 | 10,629 |

| 2023 | 二零二三年 | Prepaid gift cards 預付禮品卡 RMB'000 人民幣千元 | Award points under customer loyalty programme 客戶長期支持計劃下之獎勵積分 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|--|----------------------------|---|---|---------------------------------|
| At 1 January | 於一月一日 | 10,299 | 9,495 | 19,794 |
| Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the year | 因年內確認於年初計入合約負債的收入而導致合約負債減少 | (10,299) | (9,035) | (19,334) |
| Increase in contract liabilities | 合約負債增加 | 10,403 | 2,188 | 12,591 |
| At 31 December | 於十二月三十一日 | 10,403 | 2,648 | 13,051 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

24. CONTRACT LIABILITIES (Continued)

Movements in contract liabilities (Continued)

Typical payment terms which impact on the amount of contract liabilities recognised are as follows:

Prepaid gift cards

The Group sells the prepaid gift cards and receives cash at their fair value to the customers who redeems the prepaid gift cards for future purchases. The prepaid gift cards are non-refundable and with no expiry date.

Award points under customer loyalty programme

Under the Group's customer loyalty programme, customers who participate in the loyalty programme can earn award points by spending. Valid awards points as at end of reporting period are with no expiry date. The customers can redeem anytime at their discretion.

25. DEPOSITS RECEIVED, OTHER PAYABLES AND ACCRUALS

24. 合約負債(續)

合約負債變動(續)

對經確認合約負債金額構成影響之一般支付條款如下：

預付禮品卡

本集團向顧客出售預付禮品卡並向兌換預付禮品卡以作日後消費的客戶以公平值收取現金。預付禮品卡是不可退回且無有效期限。

客戶長期支持計劃下之獎勵積分

在本集團之客戶長期支持計劃下，參與客戶長期支持計劃之顧客可以消費賺取獎勵積分。截至報告期末之有效獎勵積分並無有效期限。客戶可自行決定隨時兌換。

25. 已收按金、其他應付款項及應計費用

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|-----------------------|------------|-----------------------------------|-----------------------------------|
| Deposits received | 已收按金 | 53,691 | 53,071 |
| Other payables (Note) | 其他應付款項(附註) | 55,294 | 39,580 |
| Accruals | 應計費用 | 34,346 | 25,890 |
| | | 143,331 | 118,541 |

Note: As at 31 December 2024, included in other payables of approximately RMB42,608,000 (2023: RMB28,891,000) represented payables for construction on leasehold improvement.

As at 31 December 2024, included in other payables of approximately RMB2,482,000 (2023: RMB3,062,000) represented retention monies held by the Group regarding construction on leasehold improvement, which are payable by the end of maintenance period.

As at 31 December 2024, included in other payables of approximately RMB667,000 (2023: RMB720,000) represented other PRC tax payables, other than PRC Enterprise Income Tax.

All amounts are short-term and hence the carrying amounts of the Group's deposits received, other payables and accruals are considered to be a reasonable approximation of fair values.

附註：於二零二四年十二月三十一日，計入其他應付款項約人民幣42,608,000元(二零二三年：人民幣28,891,000元)指建設租賃物業裝修之應付款項。

於二零二四年十二月三十一日，計入其他應付款項約人民幣2,482,000元(二零二三年：人民幣3,062,000元)指本集團所持有關租賃物業裝修建築工程的保留金，須於保養期結束前支付。

於二零二四年十二月三十一日，計入其他應付款項約人民幣667,000元(二零二三年：人民幣720,000元)指除中國企業所得稅以外之其他應付中國稅項。

所有款項均為短期，因此，本集團之已收按金、其他應付款項及應計費用賬面值被視為其公平值之合理約數。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

26. AMOUNT DUE TO A DIRECTOR

The amount was unsecured, interest free and repayable on demand.

26. 應付一名董事款項

有關款項為無抵押、免息及按要求償還。

27. BORROWINGS

27. 借貸

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---------------------------------|-------------|-----------------------------------|-----------------------------------|
| Current – secured bank loan | 即期－有抵押銀行貸款 | 7,827 | 5,712 |
| Non-current – secured bank loan | 非即期－有抵押銀行貸款 | 137,925 | 145,752 |
| | | 145,752 | 151,464 |

As at 31 December 2024, total current and non-current secured bank loan were scheduled to repay as follows:

於二零二四年十二月三十一日，即期及非即期有抵押銀行貸款總額按計劃須於下列期間償還：

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|-------------|-----------------------------------|-----------------------------------|
| Within one year | 一年內 | 7,827 | 5,712 |
| More than one year, but not exceeding two years | 超過一年，但不超過兩年 | 8,532 | 7,827 |
| More than two years, but not exceeding five years | 超過兩年，但不超過五年 | 26,555 | 26,007 |
| More than five years | 超過五年 | 102,838 | 111,918 |
| | | 145,752 | 151,464 |

As at 31 December 2024, the Group has the total banking facility of approximately RMB180,000,000 (2023: RMB180,000,000) granted by a bank to a subsidiary of the Company and has cumulatively drawn down of approximately RMB170,000,000 (2023: RMB170,000,000). During the year, the Group repaid principal amount of approximately RMB5,712,000 (2023: RMB5,712,000).

於二零二四年十二月三十一日，本集團擁有由一家銀行向本公司一間附屬公司授出總計約人民幣180,000,000元（二零二三年：人民幣180,000,000元）之銀行融資及提取約人民幣170,000,000元（二零二三年：人民幣170,000,000元）。於本年度，本集團償還本金約人民幣5,712,000元（二零二三年：人民幣5,712,000元）。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

27. BORROWINGS (Continued)

As at 31 December 2024, the Group has no undrawn banking facility as the drawdown period has ended. The banking facility is secured by certain portion of the Group's investment properties amounted to approximately RMB212,500,000 (2023: RMB230,800,000) (Note 15), trade receivables of approximately RMB853,000 (2023: RMB210,000) (Note 20) and pledged bank deposit of RMB2,000,000 (2023: RMB2,000,000) (Note 21) as at 31 December 2024 and guaranteed by BJH Group (2023: BJH Group), the related company of the Group.

The bank loan is variable interest bearing which carried interest based on the 5-year loan prime rate issued by the National Inter-bank Funding Center plus 0.25% per annum. The effective interest rate as at 31 December 2024 is 4.25% (2023: 4.45%).

As at 31 December 2024 and 2023, the Group had not breached any of the covenants of the banking facility.

The bank loan is arranged at variable interest rate and expose the Group to cash flow interest rate risk. Further details of the Group's management of interest rate risk are set out in note 37(iv).

27. 借貸(續)

於二零二四年十二月三十一日，由於提款期已結束，本集團並無未提取的銀行融資。於二零二四年十二月三十一日，該銀行融資以本集團部分投資物業產約人民幣212,500,000元(二零二三年：人民幣230,800,000元)(附註15)、貿易應收賬款約人民幣853,000元(二零二三年：人民幣210,000元)(附註20)及已抵押銀行存款人民幣2,000,000元(二零二三年：人民幣2,000,000元)(附註21)作抵押，並由本集團關聯公司百佳華集團(二零二三年：百佳華集團)提供擔保。

銀行貸款的利息為浮動，按全國銀行間同業拆借中心發佈的五年期貸款最優惠利率加0.25%年利率計息。於二零二四年十二月三十一日，實際利率為4.25%(二零二三年：4.45%)。

於二零二四年及二零二三年十二月三十一日，本集團並無違反銀行融資的任何契約。

銀行貸款按浮動利率安排，使本集團面臨現金流利率風險。本集團管理利率風險的進一步詳情載於附註37(iv)。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

28. DEFERRED TAXATION

The following is the analysis of the deferred tax (assets)/liabilities, after set off certain deferred tax (assets) against deferred tax liabilities of the same taxable entity, for financial reporting purposes:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--------------------------|--------|-----------------------------------|-----------------------------------|
| Deferred tax assets | 遞延稅項資產 | (76,954) | (87,223) |
| Deferred tax liabilities | 遞延稅項負債 | 80,499 | 90,768 |
| | | 3,545 | 3,545 |

The components of deferred tax (assets)/liabilities recognised by the Group in the consolidated financial position and movements thereon during the current and previous financial years are as follows:

28. 遞延稅項

以下是出於財務報告目的，將同一應稅實體的某些遞延所得稅（資產）與遞延所得稅負債相抵銷後，對遞延所得稅（資產）／負債的分析：

本集團於本年度及過往財政年度於綜合財務狀況中確認的遞延稅項（資產）／負債的組成部分及其變動如下：

| | | Revaluation of investment properties 投資物業重估 RMB'000 人民幣千元 | Right-of-use assets 使用權資產 RMB'000 人民幣千元 | Lease liabilities 租賃負債 RMB'000 人民幣千元 | Undistributed profits of subsidiaries 附屬公司之 未分派溢利 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|--|-------------------------------------|--|---|--|---|---------------------------------|
| At 1 January 2023 | 於二零二三年 十二月三十一日 | 12,656 | 71,452 | (79,453) | 3,545 | 8,200 |
| (Credited)/charged to the profit or loss (Note 10) | 於損益(抵免)／ 扣除(附註10) | (3,150) | 6,265 | (7,770) | – | (4,655) |
| At 31 December 2023 and 1 January 2024 | 於二零二三年 十二月三十一日 及二零二四年 一月一日 | 9,506 | 77,717 | (87,223) | 3,545 | 3,545 |
| (Credited)/charged to the profit or loss (Note 10) | 於損益(抵免)／ 扣除(附註10) | (4,875) | (5,394) | 10,269 | – | – |
| At 31 December 2024 | 於二零二四年 十二月三十一日 | 4,631 | 72,323 | (76,954) | 3,545 | 3,545 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

28. DEFERRED TAXATION (Continued)

Pursuant to the Detailed Implementation Regulations for implementation of the new Corporate Income Tax Law of the PRC issued on 6 December 2007, a 10% withholding income tax shall be levied on the dividends remitted by the companies established in the PRC to their foreign investors starting from 1 January 2008. Dividends declared or proposed out from the profits generated by the PRC companies after 1 January 2008 shall be subject to this withholding income tax.

As at 31 December 2024, the aggregate amount of deductible temporary differences for which deferred tax assets have not been recognised totalled RMB36,377,000 (2023: RMB36,377,000), as the Directors consider that sufficient profit stream in the foreseeable future are not probable.

Deferred tax assets are recognised for tax losses carried forward to the extent that realisation of the related tax benefit through the future taxable profits is probable. As at 31 December 2024, the Group has estimated unused tax losses of approximately RMB356,504,000 (2023: RMB355,599,000) which were available for offset against future profits and are subject to expiry period of five years. No deferred tax asset has been recognised in respect of the estimated tax losses because sufficient profit streams in the foreseeable future is not probable.

28. 遞延稅項(續)

根據於二零零七年十二月六日頒佈的中國新企業所得稅法實施條例，由二零零八年一月一日起，將對在中國成立的公司向其海外投資者派付的股息徵收10%的預扣所得稅。於二零零八年一月一日後，以中國公司產生的溢利宣派或建議宣派的股息須繳納該項預扣所得稅。

於二零二四年十二月三十一日，與於附屬公司的投資有關而尚未就此確認遞延稅項資產的可抵扣暫時差異總額合計約為人民幣36,377,000元(二零二三年：人民幣36,377,000元)，因為董事認為於可預見的未來並不可能有足夠的溢利來源。

遞延稅項資產於相關稅項利益可能透過日後應課稅溢利變現時就結轉稅項虧損予以確認。於二零二四年十二月三十一日，本集團已有估計未動用稅務虧損約人民幣356,504,000元(二零二三年：人民幣355,599,000元)，可用以抵銷日後溢利，並按照以下五個年度期間屆滿。概無遞延稅項資產就有關估計稅項虧損而獲確認，因在可預見的未來並不可能有足夠的溢利來源。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

29. SHARE CAPITAL

| | | 2024 二零二四年 | | 2023 二零二三年 | |
|---|--|---|------------------|---|------------------|
| | | Number of shares ('000) 股份數目 (千股) | RMB'000 人民幣千元 | Number of shares ('000) 股份數目 (千股) | RMB'000 人民幣千元 |
| Authorised: Ordinary shares of Hong Kong Dollars ("HK\$") 0.01 each At 1 January and 31 December | 法定： 每股面值0.01港元 （「港元」）的普通股 於一月一日及 十二月三十一日 | 10,000,000 | 97,099 | 10,000,000 | 97,099 |
| Issued and fully paid: Ordinary shares of HK\$0.01 each At 1 January and 31 December | 已發行及繳足： 每股面值0.01港元的 普通股 於一月一日及 十二月三十一日 | 1,037,500 | 10,125 | 1,037,500 | 10,125 |

29. 股本

30. RESERVES

The movements of the Group's reserves for the year are presented in the consolidated statement of changes in equity.

The movements of the Company's reserves for the year are set out below:

30. 儲備

本集團於年內之儲備變動已於綜合權益變動表呈列。

本公司於年內之儲備變動載列如下：

| | | Share premium 股份溢價 RMB'000 人民幣千元 | Contributed surplus 繳入盈餘 RMB'000 人民幣千元 | Accumulated losses 累計虧損 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|---|-------------------------------------|--|--|---|---------------------------------|
| At 1 January 2023 | 於二零二三年 一月一日 | 252,478 | 67,848 | (229,192) | 91,134 |
| Loss and total comprehensive income for the year | 年內虧損及全面收益 總額 | – | – | (82,675) | (82,675) |
| At 31 December 2023 and 1 January 2024 | 於二零二三年 十二月三十一日 及二零二四年 一月一日 | 252,478 | 67,848 | (311,867) | 8,459 |
| Loss and total comprehensive income for the year | 年內虧損及全面收益 總額 | – | – | (21,428) | (21,428) |
| At 31 December 2024 | 於二零二四年 十二月三十一日 | 252,478 | 67,848 | (333,295) | (12,969) |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

30. RESERVES (Continued)

Share premium

Under the Companies Law of the Cayman Islands, the share premium account is distributable to the shareholders of the Company provided that immediately following the date on which the dividend is proposed to be distributed, the Company will be in a position to pay off its debts as and when they fall due in the ordinary course of business.

Statutory reserve

According to the relevant PRC laws, subsidiaries established in the PRC are required to transfer at least 10% of their net profit after tax, as determined under the PRC accounting regulation, to a statutory reserve until the reserve balance reaches 50% of the entity's registered capital. The transfer of this reserve must be made before the distribution of dividend to the subsidiaries equity owners. The statutory reserve is non-distributable other than upon the liquidation of the entity.

Statutory welfare reserve

According to the relevant PRC laws, companies established in the PRC are required to transfer a certain percentage, as approved by the directors of the subsidiaries, of its net profit after tax, as determined under the PRC accounting regulation, to a statutory welfare reserve. This reserve can only be used to provide staff facilities and other collective benefits to its employees. The statutory welfare reserve is non-distributable other than upon the liquidation of the entity. According to the relevant PRC laws, from 1 January 2006, no subsequent profit distribution to the statutory welfare reserve was needed.

Merger reserve

The merger reserve of the Group arose as a result of the reorganisation completed on 30 April 2007 and represented the difference between the nominal value of the Company's shares issued under the reorganisation and the nominal value of the aggregate share capital/registered capital and share premium of the subsidiaries then acquired.

Property revaluation reserve

The property revaluation reserve represented the revaluation gain in respect of the leasehold land and buildings which were reclassified as investment properties for the year ended 31 December 2014.

Translation reserve

Translation reserve represents the exchange differences arising from the translation of the financial statements of foreign operations into presentation currency of the Company.

30. 儲備 (續)

股份溢價

根據開曼群島公司法，股份溢價賬可分派予本公司股東，惟本公司於緊隨建議派付股息當日後須能清償其於日常業務過程中到期償還的債務。

法定儲備

根據有關中國法律，於中國成立的附屬公司須將其按中國會計規例釐定的除稅後純利最少10%轉撥至法定儲備，直至法定儲備結餘達到實體註冊資本的50%為止。此儲備轉撥必須於向附屬公司權益持有人派發股息前作出。除非實體清盤，否則法定儲備不得分派。

法定福利基金

根據有關中國法律，在中國成立的公司須將其按中國會計規例釐定的除稅後純利經附屬公司的董事批准的若干百分比轉撥至法定福利基金。該基金僅可用於向其僱員提供員工設施及其他集體利益。除非實體清盤，否則法定福利基金不得分派。根據有關中國法律，自二零零六年一月一日起，概無其後須分派至法定福利基金的溢利。

合併儲備

於二零零七年四月三十日完成的重組導致本集團出現合併儲備，合併儲備指根據重組所發行本公司股份的面值與當時所收購附屬公司股本／註冊資本及股份溢價面值總額的差額。

物業重估儲備

物業重估儲備指就租賃土地及樓宇(截至二零一四年十二月三十一日止年度重新分類為投資物業)的重估得益。

換算儲備

換算儲備指換算海外營運財務報表為本公司呈列貨幣產生的匯兌差額。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

30. RESERVES (Continued)

Contributed surplus

The contributed surplus of the Company arose as a result of the reorganisation completed on 30 April 2007 and represents the excess of the nominal value of the Company's shares issued in exchange for the consolidated net assets value of the subsidiaries then acquired.

30. 儲備（續）

繳入盈餘

本公司繳入盈餘因於二零零七年四月三十日完成的重組而產生，指本公司就交換代價所發行股份的面值超出當時所收購附屬公司的綜合資產淨值的差額。

31. DIRECTORS' REMUNERATION AND SENIOR MANAGEMENT'S EMOLUMENTS

(a) Directors' emolument

The emoluments paid or payable to the Directors were as follows:

31. 董事薪酬及高級管理人員酬金

(a) 董事酬金

已付或應付董事之酬金如下：

| | | Fees | Salaries, allowance and other benefits in kind | Contributions to retirement schemes | Total |
|--|-------------------|------------------------|--|-------------------------------------|------------------------|
| | | 袍金 RMB'000 人民幣千元 | 薪金、津貼及其他實物利益 RMB'000 人民幣千元 | 退休計劃供款 RMB'000 人民幣千元 | 總計 RMB'000 人民幣千元 |
| 2024 | 二零二四年 | | | | |
| Executive directors | 執行董事 | | | | |
| Mr. Zhuang Lu Kun | 莊陸坤先生 | - | - | - | - |
| Mr. Zhuang Pei Zhong | 莊沛忠先生 | 600 | 92 | - | 692 |
| Mr. Zhuang Xiao Xiong | 莊小雄先生 | 720 | 203 | 77 | 1,000 |
| | | 1,320 | 295 | 77 | 1,692 |
| Non-executive director | 非執行董事 | | | | |
| Madam Yan Xiao Min (Note (i)) | 閻小民女士 (附註(i)) | 608 | - | - | 608 |
| Independent non-executive directors | 獨立非執行董事 | | | | |
| Mr. Chin Kam Cheung | 錢錦祥先生 | 153 | - | - | 153 |
| Mr. Sun Ju Yi | 孫聚義先生 | 151 | - | - | 151 |
| Mr. Ai Ji | 艾及先生 | 151 | - | - | 151 |
| Madam Ying Chi Kwan (Note (ii)) | 邢紫君女士 (附註(ii)) | 153 | - | - | 153 |
| | | 608 | - | - | 608 |
| | | 2,536 | 295 | 77 | 2,908 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024

截至二零二四年十二月三十一日止年度

31. DIRECTORS' REMUNERATION AND SENIOR MANAGEMENT'S EMOLUMENTS (Continued)

(a) Directors' emolument (Continued)

| | | Fees | Salaries, allowance and other benefits in kind 薪金、津貼及其他實物利益 | Contributions to retirement schemes 退休計劃供款 | Total |
|--|-------------------|------------------|--|---|------------------|
| | | RMB'000 人民幣千元 | RMB'000 人民幣千元 | RMB'000 人民幣千元 | RMB'000 人民幣千元 |
| 2023 | 二零二三年 | | | | |
| Executive directors | 執行董事 | | | | |
| Mr. Zhuang Lu Kun | 莊陸坤先生 | — | — | — | — |
| Mr. Zhuang Pei Zhong | 莊沛忠先生 | 600 | 92 | — | 692 |
| Mr. Zhuang Xiao Xiong | 莊小雄先生 | 720 | 203 | 76 | 999 |
| | | 1,320 | 295 | 76 | 1,691 |
| Non-executive director | 非執行董事 | | | | |
| Madam Yan Xiao Min (Note (i)) | 閻小民女士 (附註(i)) | 101 | — | — | 101 |
| Independent non-executive directors | 獨立非執行董事 | | | | |
| Mr. Chin Kam Cheung | 錢錦祥先生 | 154 | — | — | 154 |
| Mr. Sun Ju Yi | 孫聚義先生 | 151 | — | — | 151 |
| Mr. Ai Ji | 艾及先生 | 151 | — | — | 151 |
| Madam Ying Chi Kwan (Note (ii)) | 邢紫君女士 (附註(ii)) | 2 | — | — | 2 |
| | | 458 | — | — | 458 |
| | | 1,879 | 295 | 76 | 2,250 |

Notes:

(i) Madam Yan Xiao Min was appointed as a non-executive director of the Company with effect from 1 November 2023.

(ii) Madam Ying Chi Kwan was appointed as an independent non-executive director of the Company with effect from 27 December 2023.

附註：

(i) 閻小民女士獲委任為本公司非執行董事，自二零二三年十一月一日起生效。

(ii) 邢紫君女士獲委任為本公司獨立非執行董事，自二零二三年十二月二十七日起生效。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

31. DIRECTORS' REMUNERATION AND SENIOR MANAGEMENT'S EMOLUMENTS (Continued)

(a) Directors' emolument (Continued)

None of the Directors waived any emoluments paid by the Group during the year (2023: Nil).

No emoluments were paid to the Directors as an inducement to join or upon joining the Group or as compensation for loss of office for the year (2023: Nil).

(b) Five highest paid individuals

The five highest paid individuals of the Group included three (2023: two) directors for the year, whose emoluments are disclosed in note 31(a). Details of the remuneration paid to the remaining two (2023: three) non-director highest paid individuals who were also members of senior management of the Group, which all of them fell within the band of Nil – HK\$1,000,000 (equivalent to approximately Nil – RMB935,000) are as follows:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|------------|-----------------------------------|-----------------------------------|
| Salaries, allowances and benefits in kind | 薪金、津貼及實物利益 | 1,262 | 2,627 |
| Contributions to retirement schemes | 退休計劃供款 | 93 | 169 |
| | | 1,355 | 2,796 |

No emoluments were paid by the Group to any of the highest paid individuals as an inducement to join or upon joining the Group, or as compensation for loss of office for the year (2023: Nil).

31. 董事薪酬及高級管理人員酬金(續)

(a) 董事酬金(續)

年內概無董事放棄本集團所付任何酬金(二零二三年：無)。

年內董事並無獲支付任何酬金，作為招攬加入本集團或於加入時的獎勵或離職補償(二零二三年：無)。

(b) 五名最高薪酬人士

年內本集團五名最高薪酬人士包括三名(二零二三年：兩名)董事，彼等的酬金已於附註31(a)披露。支付予餘下兩名(二零二三年：三名)最高薪酬非董事人士(亦為本集團高級管理人員)，當中所有人的薪酬均介乎零港元至1,000,000港元(相當於約人民幣零元至人民幣935,000元)，詳情如下：

年內本集團並無支付酬金予任何最高薪酬人士，作為招攬加入本集團或於加入時的獎勵或離職補償(二零二三年：無)。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

31. DIRECTORS' REMUNERATION AND SENIOR MANAGEMENT'S EMOLUMENTS (Continued)

(c) Senior management's emoluments

The emoluments paid or payable to six (2023: seven) members of senior management whose emoluments fell within the following bands:

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|--|-----------------------------------|-----------------------------------|
| Nil to HK\$1,000,000 (equivalent to approximately Nil – RMB935,000) | 零至1,000,000港元(相當於約人民幣零元至人民幣935,000元) | 6 | 6 |
| HK\$1,000,001 to HK\$1,500,000 (equivalent to approximately RMB935,001 – RMB1,402,000) | 1,000,001港元至1,500,000港元(相當於約人民幣935,001元至人民幣1,402,000元) | — | 1 |

Note: Two members of senior management, Mr. Du Jun Yin and Mr. Shi Wei, resigned on 31 December 2023 and 26 June 2023 respectively. Mr. Huang Tian Qi was newly appointed as senior management in 2024.

附註：兩名高級管理杜俊胤先生和石威先生分別於二零二三年十二月三十一日及二零二三年六月二十六日辭任。黃天齊先生於二零二四年獲新委任為高級管理層。

32. CAPITAL COMMITMENTS

The Group had the following outstanding capital commitments:

32. 資本承擔

本集團具有以下未支付資本承擔：

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|-------------------|-----------------------------------|-----------------------------------|
| Contracted, but not provided for, in respect of property, plant and equipment | 有關物業、廠房及設備已訂約但未撥備 | 29 | 8,915 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

33. RELATED PARTY TRANSACTIONS

In addition to those transactions and balances detailed elsewhere in these consolidated financial statements, the following transactions were carried out with related parties:

(a) Transactions with JH Real Estate

| | | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|-------------|-------------|-----------------------------------|-----------------------------------|
| | Notes 附註 | | | |
| Rental income in respect of investment properties | (i) | 有關投資物業的租賃收入 | 767 | 767 |
| Licensing income in respect of computer software | (i) | 電腦軟件授權收入 | 18 | 24 |
| Addition of right-of-use assets | (ii) | 使用權資產添置 | — | 75,474 |

Notes:

- (i) The amounts were determined in accordance with the terms of the underlying agreements.
- (ii) During the year ended 31 December 2023, the Group entered into a new lease agreement for the use of a leasing premise with JH Real Estate for 15 years. The Group has recognised an addition of right-of-use assets and lease liabilities of approximately RMB75,474,000.
- (iii) During the year ended 31 December 2024, the Group entered into supplementary lease agreements for the revision of the lease payment terms of 5 leasing premises with JH Real Estate. The Group has recognised the effect of modification of right-of-use assets and lease liabilities of approximately RMB11,425,000.

During the year ended 31 December 2023, the Group entered into a supplementary lease agreement for the extension of the existing lease term of a leasing premise with JH Real Estate for 3 years. The Group has recognised the effect of modification of right-of-use assets and lease liabilities of approximately RMB1,882,000.

附註：

- (i) 該等金額乃根據相關協議的條款釐定。
- (ii) 截至二零二三年十二月三十一日止年度，本集團與佳華房地產就租賃物業的使用訂立為期15年的新租賃協議。本集團已確認使用權資產添置及租賃負債約人民幣75,474,000元。
- (iii) 截至二零二四年十二月三十一日止年度，本集團與佳華房地產訂立補充租賃協議，就5處租賃房屋的租賃付款條款作出修訂。本集團已確認使用權資產及租賃負債修改的影響約人民幣11,425,000元。

截至二零二三年十二月三十一日止年度，本集團與佳華房地產訂立補充租賃協議，將租賃房屋的現有租賃期限延長3年。本集團已確認使用權資產及租賃負債修改的影響約人民幣1,882,000元。

33. 關聯人士交易

除於該等綜合財務報表其他部分詳列之交易及結餘外，以下為與關聯人士進行之交易：

(a) 與佳華房地產的交易

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

33. RELATED PARTY TRANSACTIONS (Continued)

(b) Transactions with BJH Group

33. 關聯人士交易(續)

(b) 與百佳華集團之交易

| | Note | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|------|-----------------------------------|-----------------------------------|
| Rental income in respect of investment properties | (i) | 2,303 | 2,303 |
| 有關投資物業的租賃收入 | | | |

Notes:

- (i) The amounts were determined in accordance with the terms of the underlying agreements.
- (ii) During the year ended 31 December 2024, the Group entered into supplementary lease agreements for the revision of the lease payment terms of 2 leasing premises with BJH Group. The Group has recognised the effect of modification of right-of-use assets and lease liabilities of approximately RMB944,000.
- (iii) During the year ended 31 December 2023, the Group entered into a supplementary lease agreement for the reduction of lease payment of a leasing premise with BJH Group for 2 years. The Group has recognised the effect of modification of right-of-use assets and lease liabilities of approximately RMB4,867,000.
- (iv) On 14 March 2024, the Group has entered into a loan facility agreement with BJH Group for an amount of RMB50,000,000 that is interest-free and unsecured for the period from 15 March 2024 to 31 December 2025. Pursuant to the agreement, the Group is able to draw down the loan anytime during the facility period and repay the outstanding amount at the end of facility period. Subsequently in March 2025, the Group entered into supplemental agreement to extend the facility period to 31 December 2026. Up to the date of approval of these consolidated financial statements, the loan facility has remained undrawn.

附註：

- (i) 該等金額乃根據相關協議條款釐定。
- (ii) 截至二零二四年十二月三十一日止年度，本集團與百佳華集團訂立補充租賃協議，就2處租賃房屋的租賃付款條款作出修訂。本集團已確認使用權資產及租賃負債修改的影響約人民幣944,000元。
- (iii) 截至二零二三年十二月三十一日止年度，本集團與百佳華集團簽訂了為期兩年的減少租賃物業租金的補充租賃協議。本集團已確認使用權資產及租賃負債修改的影響約人民幣4,867,000元。
- (iv) 於二零二四年三月十四日，本集團與百佳華集團訂立有關金額為人民幣50,000,000元的貸款融資協議，為免息及無抵押，期限自二零二四年三月十五日至二零二五年十二月三十一日。根據協議，本集團可於融資期間內隨時提取貸款，並於融資期末償還未償還金額。其後於二零二五年三月，本集團訂立補充協議，將融資期間延長至二零二六年十二月三十一日。直至本綜合財務報表獲批准日期，貸款融資仍未提取。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

33. RELATED PARTY TRANSACTIONS (Continued)

(c) Transactions with Shenzhen Jiahua Property Services Limited

| | Note 附註 | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|------------|-----------------------------------|-----------------------------------|
| Expenses in respect of property management | (ii) | (229) | (290) |
| Short term lease expense in respect of car parking lot | (ii) | (2,173) | (2,621) |

Notes:

- (i) Mr. Zhuang Lu Kun and Mrs. Zhuang Su Lan, the spouse of Mr. Zhuang Lu Kun, have beneficial interests in Shenzhen Jiahua Property Services Limited.
- (ii) The amounts were determined in accordance with the terms of the underlying agreements.

附註：

- (i) 莊陸坤先生及莊素蘭女士（莊陸坤先生的配偶）於深圳市佳華物業服務有限責任公司擁有實益權益。
- (ii) 該金額乃根據相關協議的條款釐定。

(d) Compensation of key management personnel

(d) 主要管理人員酬金

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|-------------------------|-----------------------------------|-----------------------------------|
| Total remuneration of directors (Note 31(a)) and other members of key management | 董事（附註31(a)）及其他主要管理人員的薪酬 | | |
| – Short-term employee benefits | – 短期僱員福利 | 5,399 | 6,209 |
| – Contributions to retirement schemes | – 退休計劃供款 | 455 | 496 |
| | | 5,854 | 6,705 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024

截至二零二四年十二月三十一日止年度

34. STATEMENT OF FINANCIAL POSITION OF THE COMPANY 34. 本公司財務狀況表

| | | Notes 附註 | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|--|--------------------|-------------|-----------------------------------|-----------------------------------|
| ASSETS AND LIABILITIES | 資產及負債 | | | |
| Non-current asset | 非流動資產 | | | |
| Investments in subsidiaries | 於附屬公司的投資 | | — | — |
| Current assets | 流動資產 | | | |
| Amounts due from subsidiaries | 應收附屬公司款項 | | 20,774 | 36,743 |
| Deposit paid and other receivables | 已付按金及其他應收款項 | | 89 | 241 |
| Cash and cash equivalents | 現金及現金等價物 | | 4,313 | 3,259 |
| | | | 25,176 | 40,243 |
| Current liabilities | 流動負債 | | | |
| Amount due to a subsidiary | 應付附屬公司款項 | | 25,872 | 19,590 |
| Other payables and accruals | 其他應付款項及應計費用 | | 2,148 | 2,069 |
| | | | 28,020 | 21,659 |
| Net current (liabilities)/assets | 流動(負債)/資產淨值 | | (2,844) | 18,584 |
| Net (liabilities)/assets | (負債)/資產淨值 | | (2,844) | 18,584 |
| EQUITY | 權益 | | | |
| Share capital | 股本 | 29 | 10,125 | 10,125 |
| Reserves | 儲備 | 30 | (12,969) | 8,459 |
| (Capital deficiency)/total equity | (資本虧絀)/權益總額 | | (2,844) | 18,584 |

Zhuang Lu Kun
莊陸坤
Director
董事

Zhuang Pei Zhong
莊沛忠
Director
董事

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

35. INTERESTS IN SUBSIDIARIES

Details of the subsidiaries as at 31 December 2024 and 2023 are as follows:

35. 於附屬公司的權益

於二零二四年及二零二三年十二月三十一日，附屬公司詳情如下：

| Company name 公司名稱 | Place of incorporation/ establishment and legal form of entity 註冊成立／成立地點及 其法人類別 | Particulars of issued share/ paid-up registered capital 已發行股份／ 已繳足註冊資本 之詳情 | Percentage of interest held by the Company 本公司持有權益百分比 | | | | Principal activities and place of operations 主要業務及 經營地點 |
|--|--|--|--|------------------|----------------|------------------|--|
| | | | 2024 二零二四年 | | 2023 二零二三年 | | |
| | | | Directly 直接 | Indirectly 間接 | Directly 直接 | Indirectly 間接 | |
| | | | | | | | |
| Forever Prosperity International Company Limited 永泰國際有限公司 | British Virgin Islands, limited liability company 英屬處女群島，有限責任公司 | US\$20 20美元 | 100% | – | 100% | – | Investment holding in Hong Kong 於香港進行投資控股 |
| Ding Xin Investment Company Limited 鼎新投資有限公司 | Hong Kong, limited liability company 香港，有限責任公司 | HK\$0.1 0.1港元 | – | 100% | – | 100% | Investment holding in Hong Kong 於香港進行投資控股 |
| Shenzhen Baijiahua Commercial Management Limited 深圳市百佳華商業管理有限公司 | The PRC, limited liability company 中國，有限責任公司 | RMB45,000,000 人民幣45,000,000元 | – | 100% | – | 100% | Operation and management of shopping malls in the PRC 於中國經營及管理購物中心 |
| Shenzhen Huayibo Investment Company Limited (2023: Shenzhen Qianhai Baijiahua Commercial Factoring Limited) 深圳市華逸博投資有限公司 (二零二三年：深圳市前海百佳華 商業保理有限公司) | The PRC, limited liability company 中國，有限責任公司 | RMB50,000,000 人民幣50,000,000元 | – | 100% | – | 100% | Financial consultancy services (2023: Commercial factoring services) in the PRC 於中國提供金融諮詢服務(二 零二三年：商業保理服務) |
| Shenzhen Baijiahua Department Stores Company Limited 深圳市百佳華百貨有限公司 | The PRC, limited liability company (wholly-foreign owned enterprise) 中國，有限責任公司 (外商獨資企業) | RMB220,400,000 人民幣220,400,000元 | – | 100% | – | 100% | Investment holding and operation and management of retail stores in the PRC 於中國進行投資控股及經營及 管理零售店 |
| Guangxi Baijiahua Department Stores Company Limited 廣西百佳華百貨有限公司 | The PRC, limited liability company 中國，有限責任公司 | RMB10,000,000 人民幣10,000,000元 | – | 100% | – | 100% | Operation and management of retail stores in the PRC 於中國進行投資控股及經營及 管理零售店 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

35. INTERESTS IN SUBSIDIARIES (Continued)

35. 於附屬公司的權益（續）

| Company name | Place of incorporation/ establishment and legal form of entity | Particulars of issued share/ paid-up registered capital 已發行股份／ 已繳足註冊資本 之詳情 | Percentage of interest held by the Company | | | | Principal activities and place of operations |
|--|--|--|--|------------------|----------------|------------------|---|
| | | | 本公司持有權益百分比 | | | | |
| | | | 2024 | 2023 | | | |
| 公司名稱 | 註冊成立／成立地點及 其法人類別 | | 二零二四年 | 二零二三年 | | | 主要業務及 經營地點 |
| | | | Directly 直接 | Indirectly 間接 | Directly 直接 | Indirectly 間接 | |
| Shenzhen BJH Network Technology Limited 深圳市百佳華網絡科技有限公司 | The PRC, limited liability company 中國，有限責任公司 | RMB10,000,000 人民幣10,000,000元 | - | 100% | - | 100% | Operation and management of online sale in the PRC 於中國經營及管理網上銷售 |
| Shenzhen Baijiahua Convenient Stores Chain Management Limited 深圳市百佳華連鎖便利店管理 有限公司 | The PRC, limited liability company 中國，有限責任公司 | RMB5,000,000 人民幣5,000,000元 | - | 100% | - | 100% | Inactive 暫無業務 |
| Shenzhen Baijiahua Supply Chain Management Limited 深圳市百佳華供應鏈管理有限公司 | The PRC, limited liability company 中國，有限責任公司 | RMB5,000,000 人民幣5,000,000元 | - | 100% | - | 100% | Supply chain financing services in the PRC 於中國提供供應鏈金融服務 |
| Shenzhen Huahuicheng Supply Chain Management Company Limited (Note) 深圳市華輝辰供應管理有限公司 | The PRC, limited liability company 中國，有限責任公司 | RMB5,000,000 人民幣5,000,000元 | - | 100% | - | 100% | Sales of goods in the PRC 於中國銷售產品 |

Note: Shenzhen Huahuicheng Supply Chain Management Company Limited was incorporated on 28 April 2023.

附註： 深圳市華輝辰供應鏈管理有限公司於二零二三年四月二十八日註冊成立。

The financial statements of the above subsidiaries were audited by BDO Limited, for statutory purpose and/or for the purpose of the group consolidation.

上述附屬公司的財務報表已就符合法例規定及／或集團綜合賬目由香港立信德豪會計師事務所有限公司審核。

None of the subsidiaries had issued any debt securities at the end of the year.

於年末，概無附屬公司發行任何債務證券。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

36. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES 36. 融資活動產生之負債之調控

| | | Borrowings 借貸 RMB'000 人民幣千元 (Note 27) (附註27) | Lease liabilities 租賃負債 RMB'000 人民幣千元 (Note 14) (附註14) |
|---|----------------------|---|--|
| At 1 January 2024 | 於二零二四年一月一日 | 151,464 | 481,020 |
| Changes in cash flow: | 現金流量變動： | | |
| Repayment of borrowings | 償還借貸 | (5,712) | — |
| Interest paid | 已付利息 | (6,457) | — |
| Repayment of principal portion of lease liabilities | 償還租賃負債之本金部分 | — | (70,929) |
| Repayment of interest portion of lease liabilities | 償還租賃負債之利息部分 | — | (41,966) |
| Total changes from financing cash flows | 融資現金流量變動總額 | (12,169) | (112,895) |
| Other changes: | 其他變動： | | |
| Interest on borrowings | 借貸利息 | 6,457 | — |
| Interest on lease liabilities | 租賃負債利息 | — | 41,966 |
| Increase in lease liabilities from entering into new leases | 訂立新租賃導致租賃負債增加 | — | 24,839 |
| Early termination of leases | 提早終止租賃 | — | (8,003) |
| Effect of other lease modifications | 其他租賃修訂的影響 | — | 14,263 |
| Total other changes | 其他變動總計： | 6,457 | 73,065 |
| At 31 December 2024 | 於二零二四年十二月三十一日 | 145,752 | 441,190 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024

截至二零二四年十二月三十一日止年度

36. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (Continued)

36. 融資活動產生之負債之調控 (續)

| | | Borrowings 借貸 RMB'000 人民幣千元 (Note 27) (附註27) | Lease liabilities 租賃負債 RMB'000 人民幣千元 (Note 14) (附註14) |
|---|---------------|---|--|
| At 1 January 2023 | 於二零二三年一月一日 | 157,176 | 417,648 |
| Changes in cash flow: | 現金流量變動： | | |
| Repayment of borrowings | 償還借貸 | (5,712) | — |
| Interest paid | 已付利息 | (6,548) | — |
| Repayment of principal portion of lease liabilities | 償還租賃負債之本金部分 | — | (46,614) |
| Repayment of interest portion of lease liabilities | 償還租賃負債之利息部分 | — | (40,311) |
| Total changes from financing cash flows | 融資現金流量變動總額： | (12,260) | (86,925) |
| Other changes: | 其他變動： | | |
| Interest on borrowings | 借貸利息 | 6,548 | — |
| Interest on lease liabilities | 租賃負債利息 | — | 40,311 |
| Increase in lease liabilities from entering into new leases | 訂立新租賃導致租賃負債增加 | — | 124,982 |
| Effect of lease modifications | 租賃修訂的影響 | — | (14,996) |
| Total other changes | 其他變動總計： | 6,548 | 150,297 |
| At 31 December 2023 | 於二零二三年十二月三十一日 | 151,464 | 481,020 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS

The Group is exposed to financial risks through its use of financial instruments in its ordinary course of operations and in its investment activities. The financial risks include market risk (including currency risk and interest risk), credit risk and liquidity risk.

Financial risk management is coordinated at the Group's headquarters, in close co-operation with the Board. The overall objectives in managing financial risks focus on securing the Group's short to medium term cash flows by minimising its exposure to financial markets. Long term financial investments are managed to generate lasting returns with acceptable risk levels.

It is not the Group's policy to engage in the trading of financial instruments for speculative purposes. The most significant financial risks to which the Group is exposed to are described below.

37. 財務風險管理及公平值計量

本集團因其日常業務經營過程及投資業務使用金融工具而面對財務風險。有關財務風險包括市場風險（包括貨幣風險及利率風險）、信貸風險及流動性風險。

財務風險管理由本集團總部協調，並與董事會密切合作。管理財務風險之整體目標重點在於透過盡量減少金融市場風險，確保本集團短期至中期現金流量。長期金融投資以可接受風險程度產生持續回報管理。

本集團之政策並非從事以投機為目的的金融工具買賣。本集團所面對最重大的金融風險說明如下。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(i) Categories of financial assets and liabilities

The carrying amounts presented in the consolidated statement of financial position relate to the following categories of financial assets and financial liabilities:

37. 財務風險管理及公平值計量 (續)

(i) 金融資產及負債類別

於綜合財務狀況表呈列有關金融資產及金融負債類別之賬面值如下：

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---|--------------------|-----------------------------------|-----------------------------------|
| Financial assets: | 金融資產： | | |
| Financial assets measured at amortised costs | 按攤銷成本計量之金融資產 | | |
| – Trade and loan receivables | – 應收貿易賬款及貸款 | 35,808 | 30,514 |
| – Deposits paid and other receivables | – 已付按金及其他應收款項 | 23,232 | 25,930 |
| – Pledged bank deposit | – 已抵押銀行存款 | 2,000 | 2,000 |
| – Cash and cash equivalents | – 現金及現金等價物 | 25,087 | 40,002 |
| | | 86,127 | 98,446 |
| Financial liabilities: | 金融負債： | | |
| Financial liabilities measured at amortised costs | 按攤銷成本計量之金融負債 | | |
| – Trade payables | – 應付貿易賬款 | 48,283 | 46,570 |
| – Deposits received, other payables and accruals | – 已收按金、其他應付款項及應計費用 | 143,331 | 118,541 |
| – Amount due to a director | – 應付一名董事款項 | 59 | 59 |
| – Borrowings | – 借貸 | 145,752 | 151,464 |
| | | 337,425 | 316,634 |
| Lease liabilities | 租賃負債 | 441,190 | 481,020 |
| | | 778,615 | 797,654 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(ii) Foreign currency risk

Currency risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group has operations in the PRC so that the majority of the Group's revenues, expenses and cash flows are denominated in RMB. Assets and liabilities of the Group are mostly denominated in RMB and HK\$. Any significant exchange rate fluctuations of foreign currencies against RMB may have financial impact to the Group.

The Group's exposures at the reporting date to currency risk arising from foreign currency denominated monetary assets in currency other than the functional currency of the entity to which they relate are set out below:

37. 財務風險管理及公平值計量（續）

(ii) 外幣風險

貨幣風險指金融工具之公平值或未來現金流量由於匯率變動而波動之風險。

本集團於中國經營業務，故本集團大部分收入、開支及現金流量均以人民幣計值，而本集團大部分資產及負債均以人民幣和港元計值。外幣兌人民幣匯率的任何重大波動可能對本集團造成財務影響。

由於以外幣計值的貨幣資產以與有關實體的功能貨幣不同的貨幣計值，故本集團於報告日期承受下列貨幣風險：

| | | 2024 二零二四年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 |
|---------------------------------------|----------------|-----------------------------------|-----------------------------------|
| Financial assets: | 金融資產： | | |
| Cash and bank balances – HK\$ | 現金及銀行結餘－港元 | 4,607 | 3,554 |
| Deposits and other receivables – HK\$ | 按金及其他應收款項－港元 | 167 | 102 |
| Financial liabilities: | 金融負債： | | |
| Other payables and accruals – HK\$ | 其他應付款項及應計費用－港元 | 4,774 | 3,656 |
| | | (2,148) | (1,247) |
| Net exposure | 風險淨額 | 2,626 | 2,409 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(ii) Foreign currency risk (Continued)

Sensitivity analysis

As at 31 December 2024, if RMB had strengthened by 5% against HK\$, with all other variables held constant, post-tax loss for the year and, accumulated losses would have been approximately RMB125,000 higher (2023: accumulated losses of RMB115,000 higher), as a result of foreign exchange loss on translation of foreign currency denominated financial assets and liabilities.

The same % decrease in the foreign currency exchange rate on RMB against HK\$ would have the same magnitude on the Group's post-tax loss for the year and accumulated losses as shown above but of opposite effect, on the basis all variances held constant.

These are the same method and assumption used in preparing the sensitivity analysis included in the consolidated financial statements for the years ended 31 December 2024 and 2023.

The policies to manage foreign currency risk have been followed by the Group since prior years and are considered to be effective.

37. 財務風險管理及公平值計量 (續)

(ii) 外幣風險 (續)

敏感度分析

於二零二四年十二月三十一日，倘人民幣兌港元升值5%，而所有其他變數不變，則年內稅後虧損及累計虧損將因換算外幣計值的金融資產及負債錄得匯兌虧損而增加約人民幣125,000元（二零二三年：累計虧損增加人民幣115,000元）。

倘所有變數維持不變，則人民幣兌港元匯率之相同下跌百分比對本集團年內稅後虧損及累計虧損應具有上文所示相同幅度但相反方向之影響。

所使用的方法及假設與編製截至二零二四年及二零二三年十二月三十一日止年度綜合財務報表所載的敏感度分析所採用者相同。

本集團一直沿用過往年度管理外幣風險的政策，並認為其具有成效。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(iii) Credit risk

Credit risk refers to the risk that the counterparty to a financial instrument would fail to discharge its obligation under the terms of the financial instrument and cause a financial loss to the Group. The Group's maximum exposure to credit risk is the carrying amounts of cash and bank balance, restricted bank deposit, trade and loan receivables, deposits paid and other receivables.

For the operation and management of retail stores and other related businesses, the Group has no significant concentrations of credit risk. Most of the sales transactions were settled in cash basis, by credit card payment or through online payment platforms. Credit terms are only offered to corporate customers with whom the Group has an established and ongoing relationship. Regarding trade receivables arising from rental income, the Group maintains a defined credit policy including stringent credit evaluation on and payment of a rental deposit from tenants. Receivables are regularly reviewed and closely monitored to minimise any associated credit risk.

For provision of financing services, the loan receivables are attributable to one customer, therefore, the Group has significant concentrations of credit risk. The Group's policy is that all customers who wish to obtain loans from the Group are subject to credit evaluation review. The loan receivables are secured by the borrower's right over the trade receivables of the sales contract with its customer and with recourse. As at 31 December 2024, the management considered there is no value for such security.

The Group's trade receivables, deposits paid and other receivables are actively monitored to avoid significant concentrations of credit risk. The Group is not exposed to any significant credit risk from any single counterparty or any group of counterparties having similar characteristics. The Group's bank deposits were deposited with major financial institutions in Hong Kong and the PRC, which management believes are of high-credit-quality without significant credit risk.

37. 財務風險管理及公平值計量（續）

(iii) 信貸風險

信貸風險指金融工具的交易對手將無法根據金融工具條款履行其責任，令本集團出現財務虧損的風險。本集團面對的最大信用風險為現金及銀行存款、受限制銀行存款、應收貿易賬款及貸款、已付按金及其他應收款項之賬面值。

就經營及管理零售店及其他相關業務而言，本集團的信貸風險並無出現重大集中情況。大部分銷售交易以現金或信用卡付款結算或經網上付款平台。本集團僅向擁有持續關係的企業客戶提供信貸期。視乎租金收入產生的應收貿易賬款，本集團設有界定清晰的信貸政策，包括嚴格的信貸評估及向租戶收取租賃按金。我們會定期審閱及密切監測應收款項，以減少任何相關信貸風險。

就提供融資服務而言，應收貸款歸屬於一名客戶，因此，本集團信用風險高度集中。本集團的政策是所有希望從本集團獲得貸款的客戶均須接受信用評估審查。應收貸款以借款人與其客戶訂立的銷售合約中的貿易應收款項的權利作為抵押，並附有追索權。於二零二四年十二月三十一日，管理層認為該抵押並無價值。

我們會主動監測本集團的應收貿易賬款、已付按金及其他應收款項，以免信貸風險嚴重集中。本集團並無因具有類似特徵的任何單一交易對手或任何交易對手群體受到任何重大信貸風險。本集團的銀行按金存置於香港及中國的主要金融機構，管理層相信該等機構具備高品質信貸，不會出現重大信貸風險。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(iii) Credit risk (Continued)

Except for the rental income receivables which hold rental deposits as collaterals, all other Group's trade receivables, deposits paid and other receivables have no collateral. Details of the Group's ECLs assessments are as follows:

(a) Trade receivables

The Group applies the simplified approach in providing for ECLs as prescribed by HKFRS 9, which adopts the use of the lifetime expected loss provision for all trade receivables collectively with a provision matrix. The Group always measures the loss allowance for trade receivables at an amount equal to lifetime ECLs. The ECLs on trade receivables are estimated by reference to past default experience of the debtor and current market condition in relation to each debtor's exposure. The ECLs also incorporates forward-looking information with reference to general macroeconomic conditions that may affect the ability of the debtors to settle receivables. To measure the ECLs, trade receivables have been grouped based on share credit risk characteristics.

No provision for impairment loss for these trade receivables (including rental income receivables) were made at 31 December 2024 and 2023 as the financial assets were considered to be of low credit risk and the ECLs of these financial assets was immaterial.

37. 財務風險管理及公平值計量 (續)

(iii) 信貸風險 (續)

除應收租金收入以租金押金作為抵押品外，本集團所有其他應收帳款、已付押金及其他應收款均無抵押品。本集團預期信用虧損評估詳情如下：

(a) 應收貿易賬款

按照香港財務報告準則第9號所規定，本集團應用簡化法提供預期信貸虧損，就所有應收貿易賬款採納全期預期虧損撥備及撥備矩陣。本集團一直按相當於全期預期信貸虧損的金額就應收貿易賬款計量虧損撥備。應收貿易賬款的預期信貸虧損參考債務人的過往違約記錄及各債務人面對的市場現況估計。預期信貸虧損包括以可能影響債務人能否結付應收款項的整體宏觀經濟條件為參考的前瞻性資料。為計量預期信貸虧損，應收貿易賬款已根據共同信用風險特徵分組。

於二零二四年及二零二三年十二月三十一日，概無就該等應收貿易賬款（包括應收租金收入）計提減值虧損撥備，原因在於金融資產的信貸風險較低且該等金融資產的預期信貸虧損並不重大。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(iii) Credit risk (Continued)

(b) Deposits and other receivables

The Group determines ECLs for deposits and other receivables based on 12-month ECLs which take into account the historical default experiences and forward-looking information, as appropriate, for example, the Group considers the consistently low historical default rates of counterparties. It is concluded that credit risk inherent in the Group's outstanding deposits paid and other receivables are insignificant. The Group has assessed that the deposits paid and other receivables do not have a significant increase in credit risk since initial recognition and risk of default is insignificant, therefore, the ECLs for those deposits paid and other receivables were immaterial under the 12-month ECLs method. No loss allowance for the deposits paid and other receivables were recognised for the years ended 31 December 2024 and 2023.

(c) Loan receivables

The Group applies HKFRS 9 to measure ECLs which uses lifetime ECLs (2023: lifetime ECLs) for loan receivables. The internal credit risk ratings are based on qualitative (such as debtors' operating conditions, financial positions, external rating of customers, etc.) and quantitative factors (mainly includes past due information of the loan receivables). During the year, management considers loan receivables had been credit-impaired due to the legal proceedings as described in note 20(ii). Thus, the loan receivables are classified in stage 3 (2023: stage 3).

37. 財務風險管理及公平值計量（續）

(iii) 信貸風險（續）

(b) 按金及其他應收款項

本集團基於十二個月預期信貸虧損就按金及其他應收款項釐定預期信貸虧損，當中計及過往違約記錄及前瞻性資料（如適用），例如本集團會考慮違約率過往一直較低的交易對手。因此，結論為本集團的未結清按金及其他應收款項固有的信貸風險並不重大。本集團評估自首次確認以來，已付按金及其他應收款項的信貸風險未有顯著增加，且違約風險並不重大，故該等已付按金及其他應收款項根據十二個月預期信貸虧損法的預期信貸虧損並不重大。截至二零二四年及二零二三年十二月三十一日止年度並無確認已付按金及其他應收款項的虧損撥備。

(c) 應收貸款

本集團應用香港財務報告準則第9號，對應收貸款使用全期預期信貸虧損（二零二三年：全期預期信貸虧損）。內部信用風險評級以定性（如債務人的經營狀況、財務狀況、客戶外部評級等）及定量因素（主要包括應收貸款的逾期資料）為基準。年內，管理階層認為應收貸款因附註20(ii)所述的法律程序而出現信用減損。因此，應收貸款被分類為第三階段（二零二三年：第三階段）。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(iii) Credit risk (Continued)

(c) Loan receivables (Continued)

The measurement of ECLs is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is by referencing the external data adjusted by macroeconomic factors and forward-looking information.

The credit policies have been followed by the Group throughout the year and are considered to be effective.

Movement in the loss allowance account in respect of loan receivables during the year is as follows:

| | | Loss allowances 虧損撥備 RMB'000 人民幣千元 |
|---|--------------------------------------|---|
| As at 1 January 2023 | 於二零二三年一月一日 | 881 |
| Impairment loss recognised | 已確認減值虧損 | 36,377 |
| Unwinding discount of impairment loss | 減值虧損解除貼現 | 796 |
| At 31 December 2023, 1 January 2024 and 31 December 2024 | 於二零二三年十二月三十一日、二零二四年一月一日及二零二四年十二月三十一日 | 38,054 |

37. 財務風險管理及公平值計量 (續)

(iii) 信貸風險 (續)

(c) 應收貸款 (續)

計量預期信貸虧損乃指違約概率、違約虧損率程度 (即倘違約虧損的程度) 及違約風險的函數。評估違約概率及違約虧損率程度以外部數據為參考，並因應宏觀經濟因素及前瞻性資料調整。

信貸政策在全年一直由本集團沿用，且被視為有效。

年內，應收貸款虧損撥備賬的變動如下：

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(iv) Interest rate risk

Interest rate risk relates to the risk that the fair value or cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's interest rate risk arises primarily from bank balances, borrowings, loan receivables and lease liabilities. The bank balances and borrowings are at variable interest rates which expose the Group to cash flow interest rate risk. The loan receivables and lease liabilities are at fixed interest rates which expose the Group to fair value interest rate risk. Other than the concentration of interest rate risk related to the movements in the 5-year loan prime rate issued by the National Inter-bank Funding Centre, the Group has no significant concentration of interest rate risk.

The Group has not used any derivative contracts to hedge its exposure to interest rate risk. The Group has not formulated a policy to manage the interest rate risk.

Management monitors the related interest exposure closely to ensure the interest rate risks are maintained at an acceptable level. The level of mismatch of interest rate repricing that may be undertaken is monitored closely.

Management considers the Group's exposure to fair value interest rate risk is not significant due to the short-term maturities of these instruments.

Management considers the Group's exposure to cash flow interest rate risk is not significant due to the deposit rates in Hong Kong and the PRC and the loan prime rate in the PRC are expected to remain stable by reference to the historical data.

37. 財務風險管理及公平值計量（續）

(iv) 利率風險

利率風險有關金融工具的公平值或現金流量將由於市場利率變動而波動的風險。

本集團之利率風險主要來自銀行結餘、借貸、應收貸款及租賃負債。銀行結餘及借貸按浮動利率計息，令本集團面對現金流量利率風險。應收貸款及租賃負債按固定利率計息，令本集團面對公平值利率風險。除全國銀行間同業拆借中心公佈的5年期貸款市場報價利率變動導致利率風險集中外，本集團並無重大利率風險集中。

本集團並無採用任何衍生工具合約對沖其面對的利率風險。本集團並無制定管理利率風險的政策。

管理層密切監察相關利息風險，以確利率風險維持於可接受水平。管理層密切監察利率重新訂價錯配的水平。

由於此等工具的年期較短，故管理層認為本集團面對的公平值利率風險並不重大。

經參考過往數據後，管理層認為，由於香港及中國的存款利率及中國的貸款最優惠利率預期將維持穩定，因此本集團面對的現金流利率風險並不重大。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註 (續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(iv) Interest rate risk (Continued)

Sensitivity analysis

No sensitivity analysis has been presented for the exposure to interest rates for bank balances as the management of the Group considers that, taking into account that the fluctuation in interest rates on bank balances is minimal, the impact of the Group's loss for the year and accumulated losses is insignificant.

For borrowings, the analysis is prepared assuming variable-rate borrowings outstanding at the end of the reporting period were outstanding for the whole year.

If interest rates had been 25 basis points (2023: 25 basis points) higher/lower and all other variables were held constant, the Group's loss for the year and accumulated losses would increase/decrease by approximately RMB106,000 (2023: RMB571,000).

(v) Liquidity risk

Liquidity risk relates to the risk that the Group will not be able to meet its obligations associated with its financial liabilities. The Group is exposed to liquidity risk in respect of settlement of trade payables and its financing obligations and also in respect of its cash flow management.

The Group's policy is to maintain sufficient cash and bank balances and have available funding to meet its working capital requirements. The Group's liquidity is dependent upon the cash received from its customers.

The Group incurred a loss of approximately RMB55,727,000 for the year ended 31 December 2024, and as of 31 December 2024, the Group had net current liabilities and net liabilities of approximately RMB176,240,000 and RMB68,895,000, respectively, while the Group had cash and cash equivalents of approximately RMB25,087,000 only. Note 2(b) explains the management's plan for managing liquidity needs of the Group to enable the Group to continue to meet its obligations as they fall due.

37. 財務風險管理及公平值計量 (續)

(iv) 利率風險 (續)

敏感度分析

由於本集團管理層認為，考慮到銀行結餘利率波動極小，本集團年內及累計虧損的影響損失並不重大，故無就銀行結餘利率風險呈列敏感度分析。

就借貸而言，分析乃假設於報告期末未償還的浮動利率借貸全年均未償還。

倘利率上升／下降25個基點（二零二三年：25個基點）且所有其他變量維持不變，本集團年內虧損及累計虧損將增加／減少約人民幣106,000元（二零二三年：人民幣571,000元）。

(v) 流動性風險

流動性風險有關本集團無法履行其金融負債承擔的風險。本集團就償付應付貿易賬款及其財務承擔以及就其現金流量管理面對流動性風險。

本集團的政策為維持充足現金及銀行結餘，並取得資金以配合其營運資金需要。本集團的流動資金依賴自其客戶收取的現金。

截至二零二四年十二月三十一日止年度，本集團產生虧損約人民幣55,727,000元，及於二零二四年十二月三十日，本集團流動負債淨值及負債淨值分別為約人民幣176,240,000元及人民幣68,895,000元。而本集團擁有現金及現金等價物僅約人民幣25,087,000元。附註2(b)說明管理層為管理本集團流動資金需求而制訂的計劃，使本集團能夠繼續履行到期義務。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註（續）

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(v) Liquidity risk (Continued)

The liquidity policies have been followed by the Group since prior years and are considered to have been effective in managing liquidity risks.

Analysed below is the Group's remaining contractual maturities for its non-derivative as at 31 December 2024 and 2023. When the creditor has a choice of when the liability is settled, the liability is included on the basis of the earliest date on when the Group can be required to pay. Where the settlement of the liability is in instalments, each instalment is allocated to the earliest period in which the Group is committed to pay.

37. 財務風險管理及公平值計量（續）

(v) 流動性風險（續）

本集團一直沿用過往年度的流動資金政策，並認為其對管理流動性風險具有成效。

以下分析為本集團於二零二四年及二零二三年十二月三十一日的非衍生項目的尚餘合約到期狀況。倘債權人可選擇清付負債的時間，則負債按本集團可被要求還款的最早日期記賬。倘負債分期償還，則各分期付款分配至本集團承諾還款的最早期間。

| | | Carrying amount | Total contractual undiscounted cash flows | Repayable within 1 year or on demand | Over 1 year but less than 2 years | Over 2 years but less than 5 years | More than 5 years |
|--|------------------|-----------------|---|--------------------------------------|-----------------------------------|------------------------------------|-------------------|
| | | 賬面值 | 現金流量總額 | 須按要求償還 | 但少於兩年 | 但少於五年 | 五年以上 |
| | | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 |
| At 31 December 2024 | 於二零二四年十二月三十一日 | | | | | | |
| Trade payables | 應付貿易賬款 | 48,283 | 48,283 | 48,283 | - | - | - |
| Deposits received, other payables and accruals | 已收按金、其他應付款項及應計費用 | 143,331 | 143,331 | 143,331 | - | - | - |
| Amount due to a director | 應付一名董事款項 | 59 | 59 | 59 | - | - | - |
| Lease liabilities | 租賃負債 | 441,190 | 661,251 | 77,859 | 103,519 | 212,013 | 267,860 |
| Borrowings | 借貸 | 145,752 | 186,861 | 13,775 | 14,132 | 41,211 | 117,743 |
| Total | 總計 | 778,615 | 1,039,785 | 283,307 | 117,651 | 253,224 | 385,603 |
| At 31 December 2023 | 於二零二三年十二月三十一日 | | | | | | |
| Trade payables | 應付貿易賬款 | 46,570 | 46,570 | 46,570 | - | - | - |
| Deposits received, other payables and accruals | 已收按金、其他應付款項及應計費用 | 118,541 | 118,541 | 118,541 | - | - | - |
| Amount due to a director | 應付一名董事款項 | 59 | 59 | 59 | - | - | - |
| Lease liabilities | 租賃負債 | 481,020 | 734,672 | 94,401 | 104,807 | 239,356 | 296,108 |
| Borrowings | 借貸 | 151,464 | 202,837 | 12,468 | 14,282 | 43,097 | 132,990 |
| Total | 總計 | 797,654 | 1,102,679 | 272,039 | 119,089 | 282,453 | 429,098 |

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

37. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Continued)

(v) Liquidity risk (Continued)

The Group considers expected cash flows from financial assets in assessing and managing liquidity risk, in particular, its cash resources and other liquid assets that readily generate cash. The Group's existing cash resources and other liquid assets significantly exceed the cash outflow requirements.

38. CAPITAL MANAGEMENT

The Group's capital management objectives are to ensure the Group's ability to continue as a going concern and to provide an adequate return to shareholders by pricing goods and services commensurately with the level of risk.

The Group actively and regularly reviews and manages its capital structure to ensure optimal capital structure and shareholder returns, taking into consideration the future capital requirements of the Group, prevailing and projected capital expenditures and projected strategic investment opportunities.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The capital structure of the Group consists of cash and cash equivalents and equity attributable to owners of the Company, comprising issued share capital, reserves and accumulated losses as disclosed in the consolidated financial statements.

The management of the Group reviews the capital structure regularly. The Group considers the cost of capital and the risks associated with each class of capital and will balance its overall capital structure through the plans and measures as described in note 2(b) to the consolidated financial statements.

37. 財務風險管理及公平值計量(續)

(v) 流動性風險(續)

本集團於評估及管理流動性風險時已考慮金融資產之預期現金流量，尤其是其現金資源及其他可即時產生現金的流動資產。本集團現有現金資源及其他流動資產大幅超出現金流量需求。

38. 資本管理

本集團資本管理目標為確保本集團持續經營業務的能力，並確保貨物及服務的定價符合風險水平以為股東提供足夠回報。

本集團積極定期檢討及管理其資本結構，以確保達致最佳資本結構及股東回報，並考慮本集團日後資金需要、現行及預計資本開支及預計策略投資機會。

為維持或調整資本結構，本集團或會調整支付予股東的股息金額、向股東退回股本、發行新股份或出售資產以減低債務。

本集團的資本結構包括現金及現金等價物以及本公司擁有人應佔權益(包括綜合財務報表所揭露的已發行股本、儲備及累計虧損)。

本集團管理層定期檢討資本結構。本集團考慮資本成本及與每類資本相關的風險，並將透過綜合財務報表附註2(b)所述的計劃及措施來平衡其整體資本結構。

Notes to the Consolidated Financial Statements (Continued)

綜合財務報表附註(續)

For the year ended 31 December 2024
截至二零二四年十二月三十一日止年度

39. EVENTS AFTER THE REPORTING PERIOD

Subsequent to the end of the reporting period, the Group has entered into a supplementary agreement to terminate the lease agreement on 13 February 2025 in respect of the leasing of the premise for the operation of the Group's retail store commenced on 15 July 2024 for 15 years lease period (the "Long-Term Lease Agreement"). Further details of the Long-Term Lease Agreement were set out in the Company's announcement and circular dated on 13 July 2024 and 29 September 2024 respectively.

40. APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements for the year ended 31 December 2024 were approved for issue by the Directors on 27 March 2025.

39. 報告期後事項

於報告期末後，本集團訂立補充協議，於二零二五年二月十三日終止有關租賃本集團零售店經營場所的租賃協議，該租賃自二零二四年七月十五日開始，租期為15年（「長期租賃協議」）。有關長期租賃協議的進一步詳情載於本公司日期分別為二零二四年七月十三日及二零二四年九月二十九日的公告及通函。

40. 批准刊發綜合財務報表

截至二零二四年十二月三十一日止年度的綜合財務報表獲董事於二零二五年三月二十七日批准刊發。

PARTICULARS OF PROPERTIES

物業詳情

INVESTMENT PROPERTIES

投資物業

| Location 地點 | Use 用途 | Tenure 租期 | Attributable interest of the Group 本集團應佔權益 |
|--|---|---|---|
| 1/F, 2/F, 3/F and 4/F partial, Jiahua Ming Yuan No. 246 Xihu Road Baoan Central District Shenzhen The PRC 中國 深圳市 寶安中心區 新湖路246號 佳華名苑 1樓、2樓、3樓及4樓(部份) | Commercial premises for rental 商業出租 | Medium term lease 中期租約 | 100% |

FIVE-YEAR FINANCIAL SUMMARY

五年財務概要

RESULTS

業績

| | | Year ended 31 December 截至十二月三十一日止年度 | | | | |
|--|-----------------------|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | | 2020 二零二零年 RMB'000 人民幣千元 | 2021 二零二一年 RMB'000 人民幣千元 | 2022 二零二二年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 | 2024 二零二四年 RMB'000 人民幣千元 |
| Revenue | 收入 | 428,057 | 434,237 | 335,272 | 353,966 | 378,901 |
| Cost of inventories sold | 已售存貨成本 | (207,184) | (236,566) | (168,004) | (139,169) | (151,121) |
| Other operating income | 其他經營收入 | 220,873 | 197,671 | 167,268 | 214,797 | 227,780 |
| Decrease in fair value of investment properties | 投資物業公平值減少 | 73,167 | 47,199 | 51,832 | 35,213 | 37,918 |
| Selling and distribution costs | 銷售及分銷成本 | (7,500) | (10,400) | (15,600) | (12,600) | (19,500) |
| Administrative expenses | 行政開支 | (250,254) | (240,267) | (231,177) | (266,797) | (215,734) |
| Other operating expenses | 其他經營開支 | (50,226) | (45,621) | (40,127) | (42,532) | (35,123) |
| (Impairment loss)/reversal of impairment on loan receivables | 應收貸款(減值虧損)/減值撥回 | (131,606) | (8,855) | (2,266) | (1,177) | (2,156) |
| Finance costs | 財務成本 | (2,076) | 2,076 | (881) | (36,377) | - |
| Loss before income tax | 除所得稅前虧損 | (45,905) | (42,066) | (39,438) | (46,859) | (48,423) |
| Income tax (expense)/credit | 所得稅(開支)/抵免 | (193,527) | (100,263) | (110,389) | (156,332) | (55,238) |
| Loss for the year | 年內虧損 | (934) | 149 | 6,468 | 3,754 | (489) |
| Loss attributable to: - Owners of the Company | 以下人士應佔虧損: - 本公司擁有人 | (194,461) | (100,114) | (103,921) | (152,578) | (55,727) |
| Dividends | 股息 | - | - | - | - | - |
| Loss per share - Basic | 每股虧損 - 基本 | RMB人民幣 (18.74) cents分 | RMB人民幣 (9.65) cents分 | RMB人民幣 (10.02) cents分 | RMB人民幣 (14.71) cents分 | RMB人民幣 (5.37) cents分 |
| - Diluted | - 攤薄 | RMB人民幣 (18.74) cents分 | RMB人民幣 (9.65) cents分 | RMB人民幣 (10.02) cents分 | RMB人民幣 (14.71) cents分 | RMB人民幣 (5.37) cents分 |

Five-Year Financial Summary (Continued)
五年財務概要(續)

ASSETS AND LIABILITIES

資產及負債

| | | As at 31 December 於十二月三十一日 | | | | |
|--------------------------|-----------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | | 2020 二零二零年 RMB'000 人民幣千元 | 2021 二零二一年 RMB'000 人民幣千元 | 2022 二零二二年 RMB'000 人民幣千元 | 2023 二零二三年 RMB'000 人民幣千元 | 2024 二零二四年 RMB'000 人民幣千元 |
| Total assets | 總資產 | 1,192,134 | 1,025,351 | 975,879 | 897,375 | 809,748 |
| Total liabilities | 總負債 | (852,714) | (786,045) | (836,469) | (910,543) | (878,643) |
| Net assets/(liabilities) | 資產/(負債)淨值 | 339,420 | 239,306 | 139,410 | (13,168) | (68,895) |

Note: The results for year ended 31 December 2024, and the assets and liabilities as at 31 December 2024 have been extracted from the audited consolidated statement of comprehensive income and audited consolidated statement of financial position as set out on page 73 and pages 74 to 75 respectively, of the financial statements.

附註：截至二零二四年十二月三十一日止年度的業績，以及於二零二四年十二月三十一日的資產及負債分別摘錄自財務報表第73頁及第74至75頁的經審核綜合全面收益表及經審核綜合財務狀況表。

香港地址：香港九龍尖沙咀廣東道5號海港城海洋中心7樓715室
電話：(00852) 3620 2368

Hong Kong Address: Suite 715, 7/F, Ocean Centre, Harbour City,
5 Canton Road, Tsimshatsui, Kowloon
Tel: (00852) 3620 2368

www.szbjh.com

設計及製作：安林財經印刷有限公司 www.janfp.com
Design & Production: JAN Financial Press Limited www.janfp.com

