

立德教育股份有限公司

Leader Education Limited

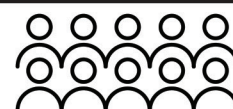
(Incorporated in the Cayman Islands with limited liability)

Stock Code: 1449



2025

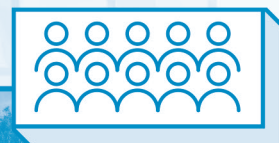
Annual Report





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CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Liu Laixiang (*Chairman and Chief Executive Officer*)
Ms. Dong Ling
Mr. Wang Yunfu
Mr. Che Wenge

Independent Non-Executive Directors

Mr. Zhang Su
Mr. Cao Shaoshan
Mr. Chan Ngai Fan

AUTHORISED REPRESENTATIVES

Mr. Liu Laixiang
Mr. Chang Eric Jackson

COMPANY SECRETARY

Mr. Chang Eric Jackson

AUDIT COMMITTEE

Mr. Chan Ngai Fan (*Chairman*)
Mr. Zhang Su
Mr. Cao Shaoshan

REMUNERATION COMMITTEE

Mr. Zhang Su (*Chairman*)
Mr. Liu Laixiang
Mr. Cao Shaoshan

NOMINATION COMMITTEE

Mr. Liu Laixiang (*Chairman*)
Ms. Dong Ling (*appointed on 1 July 2025*)
Mr. Zhang Su
Mr. Chan Ngai Fan (*appointed on 1 July 2025*)
Mr. Cao Shaoshan

REGISTERED OFFICE

Cricket Square
Hutchins Drive
PO Box 2681
Grand Cayman, KY1-1111
Cayman Islands
Hutchins Drive

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN PRC

Qunying Jie No. 33, Xueyuan Road
Limin Development Zone
Harbin City
Heilongjiang Province
PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Unit 26, 14/F., Solo Building
41-43 Carnarvon Road
Tsimshatsui, Kowloon
Hong Kong

CORPORATE INFORMATION

AUDITOR

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

LEGAL ADVISORS AS TO HONG KONG LAW

Morgan, Lewis & Bockluis
19/F, Edinburgh Tower
The Landmark
15 Queen's Road Central
Hong Kong

CAYMAN ISLANDS SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited
Cricket Square, Hutchins Drive, PO Box 2681
Grand Cayman, KY1-1111
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

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

PRINCIPAL BANKERS

**Industrial and Commercial Bank of China
(Harbin City, Jingyu Branch)**
No.41, Bei Shi Liu Dao Jie
Daowai District
Harbin City
Heilongjiang Province
PRC

Harbin Bank Co., Ltd. (Songbei Branch)
No. 500, Shimao Da Dao
Songbei District
Harbin City
Heilongjiang Province
PRC

STOCK CODE

1449

COMPANY WEBSITE

www.leader-education.cn

CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the board of directors (the "Board") of Leader Education Limited (the "Company"), I am pleased to present to all shareholders the comprehensive results and annual report of the Company and its subsidiaries (the "Group") for the year ended 31 August 2025.

RESULT OVERVIEW

We are a large private formal higher education service provider in Heilongjiang Province, the PRC. For the 2024/2025 school year, the total number of students enrolled at Heilongjiang College of Business and Technology was 11,909, as compared with 11,941 for the 2023/2024 school year, and the total number of correspondence education students has increased from 1,213 for the 2023/2024 school year to 2,424 for the 2024/2025 school year. During the year ended 31 August 2025, the Group recorded revenue of RMB345.0 million, representing an increase of 6.9% as compared with RMB322.9 million for the same period of last year. We offered 26 undergraduate majors in a wide selection of fields including the discipline of engineering, business management and art. We have been constantly optimizing our course offerings and practical training programs and exploring the opportunities of school-enterprise cooperation to equip our students with the practical and readily applicable skills sought by prospective employers. With such effort, as of September 2025, the initial employment rate was 92.72%, and 44.68% of students stayed in Heilongjiang for career development. We believe the improvement in our graduate placement mainly attests to the effectiveness of our educational approach, which enables us to enhance our reputation, raise our profile and attract more talented prospective students.

DEVELOPMENT PLAN

Expand our scale of operation

As of 31 August 2025, the Group operated Heilongjiang College of Business and Technology in Harbin City, Heilongjiang Province. Heilongjiang College of Business and Technology has two campuses, namely Songbei Campus and Hanan Campus. In addition, the Group acquired a lot of 86,056 sq.m. in Hai'an City, Jiangsu Province in January 2021 to build the Yangtze River Delta Industry-Education Integration Base with a floor area of 56,000 sq.m. and a planned total investment of RMB220 million. The construction commenced in 2022 and is expected to be completed and put into use at the end of 2025. On 8 December 2023, we established Nantong Junhua Secondary Vocational School Co., Ltd.* (南通峻華中等職業學校有限公司) in Hai'an City, Jiangsu Province, which has commenced its second enrollment, and currently has 1,126 enrolled students and 137 faculty and staff members, of whom 79 are full-time teachers. The school is under smooth operation. On 10 October 2023, we established Tianjin Quanren Vocational Secondary School Co., Ltd.* (天津全人職業中等專業學校有限公司) in Baodi District, Tianjin with a successive acquisition of lot of 224,667 sq.m. Currently, the gross floor area of the first phase of the construction is 26,649.29 sq.m. The construction was completed on 29 August 2024 and has been put into use. The planned floor area of the second phase of the construction is 30,857.11 sq.m. It is under construction and is scheduled to be completed and put into use at the end of 2025. It has a planned total investment of RMB400 million with an investment of RMB300 million having been made. Tianjin Quanren Vocational Secondary School Co., Ltd. has commenced its second enrollment, and currently has 586 enrolled students and 117 faculty and staff members, of whom 54 are full-time teachers. The school is under smooth operation.

PROGRESS OF TRANSFORMING INTO A FOR-PROFIT PRIVATE SCHOOL

After more than ten years of exploration in the revision of the laws and regulations on private education, private colleges and universities are faced with an important election as to the management under “for-profit and non-profit” classification.

In accordance with the Implementation Rules for the Classification and Registration of Private Schools issued by the Ministry of Education and other four agencies and relevant documents, as well as the implementation opinion on “encouraging social forces to engage in education to promote the healthy development of private schools” announced successively in various provinces, the Heilongjiang College of Business and Technology has made significant progress in its application for transforming into a for-profit school, and its application has been approved by the Ministry of Education. In compliance with relevant documents and policies to be issued by the competent education authorities, we will firmly protect the legal rights of students during the three-year transition period, complete the transfer of assets from non-profit to for-profit school, and enforce the property rights of legal entities. We will complete the procedures of credit and debt disposal, and transfer of teachers’ employment contracts and employment affiliation. We will improve its operation and management plan during the transition period to achieve smooth non-profit to for-profit transformation.

Finally, on behalf of the Board, I would like to take this opportunity to express my sincere gratitude to members and employees of the Group for their unremitting efforts and dedication in the past year, and all shareholders for their continuous trust and full support. We will fully explore the market potentials of the private higher education industry in the PRC, further enhance school-enterprise cooperation, and vigorously facilitate industry-education integration as appropriate, so as to further expand the school network and the number of students of the Group. Meanwhile, we will continue to advance our existing management level, continue to provide our students with quality services and educational supporting services to improve their competitiveness in the employment market, and continue to fulfill our commitments to students, teachers, parents and shareholders.

Chairman

Liu Laixiang

Harbin City, Heilongjiang Province, PRC

28 November 2025

FINANCIAL HIGHLIGHTS

FIVE-YEAR FINANCIAL SUMMARY

Results of Operation

	For the year ended 31 August				
	2021 RMB'000	2022 RMB'000	2023 RMB'000	2024 RMB'000	2025 RMB'000
Revenue	196,143	238,264	275,765	322,901	345,039
Gross profit	98,961	101,096	105,358	118,871	117,545
Profit before tax	52,013	56,025	57,588	20,067	3,852
Profit/(loss) for the year	<u>52,013</u>	<u>56,025</u>	<u>57,558</u>	<u>19,952</u>	<u>(73,912)</u>

	As at 31 August				
	2021 RMB'000	2022 RMB'000	2023 RMB'000	2024 RMB'000	2025 RMB'000
Current assets	321,822	283,401	292,440	363,792	307,141
Current liabilities	448,768	522,229	717,621	840,265	772,374
Net current liabilities	(126,946)	(238,828)	(425,181)	(476,473)	(465,233)
Total non-current assets	1,675,862	1,781,951	1,903,395	2,179,742	2,333,306
Total equity	<u>848,682</u>	<u>912,752</u>	<u>908,920</u>	<u>927,895</u>	<u>854,855</u>

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW

Revenue

The Group derives its revenue from the tuition fees and boarding fees that the Group collects from its students.

Revenue increased by RMB22.1 million or 6.9% from RMB322.9 million for the year ended 31 August 2024 to RMB345.0 million for the year ended 31 August 2025. The increase was mainly due to a combination of the following factors: (i) revenue from tuition fees has increased by RMB21.3 million or 7.2% from RMB296.4 million for the year ended 31 August 2024 to RMB317.7 million for the year ended 31 August 2025; and (ii) revenue from boarding fees has increased by RMB0.8 million or 3.0% from RMB26.5 million for the year ended 31 August 2024 to RMB27.3 million for the year ended 31 August 2025.

The increase in tuition fees was mainly due to the expansion of size of admission. For the 2024/25 school year, the tuition fee standards are RMB25,800 per year for general engineering majors, RMB24,800 per year for general liberal arts majors and RMB27,800 per year for art majors, respectively (2023/24 school year: RMB25,800 per year for general engineering majors, RMB24,800 per year for general liberal arts majors and RMB27,800 per year for art majors, respectively). The tuition fee standards for the 2024/25 school year remained constant from the standards for the 2023/24 school year. The boarding fee rate for the 2024/25 school year is in the range of RMB1,700 to RMB2,400 per year (2023/24 school year: RMB1,900 to RMB2,400 per year).

The total number of full-time students enrolled for the 2024/25 school year was 11,909 (2023/24 school year: 11,941), and the total number of correspondence education students has increased from 1,213 for the 2023/24 school year to 2,424 for the 2024/25 school year.

Cost of Sales

Cost of sales primarily consists of salaries and benefits for our school personnel, depreciation and amortization, heating costs, training expenses, maintenance costs, teaching expenses and utilities, as well as property management cost, cleaning and greenery fees, travel expenses, office expenses, student activity costs and others.

Cost of sales increased by RMB23.5 million or 11.5% from RMB204.0 million for the year ended 31 August 2024 to RMB227.5 million for the year ended 31 August 2025. The increase was mainly due to: (i) incur large central heating costs of RMB8.6 million due to winter; (ii) incur in maintenance costs of RMB14.3 million, mainly due to more maintenance on campus buildings occurred during the year ended 31 August 2025; (iii) student activity costs of RMB2.2 million, mainly due to the student activity costs related to the project of ice and snow theme occurred during the year ended 31 August 2025 and no such costs occurred in the year ended 31 August 2024 and the cost of student research has incurred by RMB2.2 million; (iv) entrusting third-party enterprises to carry out student internship and training expenses of RMB3.9 million occurred during the year ended 31 August 2025 and no such costs occurred in the year ended 31 August 2024; and (v) other costs of sales increased due to the increase of teacher training for catering the need of developing the teaching level of school.

MANAGEMENT DISCUSSION AND ANALYSIS

Gross Profit and Gross Profit Margin

Gross profit margin represents the percentage of gross profits to the revenue of the Group.

Gross profit decreased by RMB1.3 million or 1.1% from RMB118.9 million for the year ended 31 August 2024 to RMB117.5 million for the year ended 31 August 2025, mainly due to fact that the growth of revenue was lower than that of corresponding cost. Gross profit margin has decreased from 36.8% for the year ended 31 August 2024 to 34.1% for the year ended 31 August 2025. The increase in tuition fees resulted in a 7.2% increase in revenue. However, in order to meet the qualification evaluation of undergraduate teaching work during the year ended 31 August 2025, the Group incurred increased expenses for (i) constructing and maintaining campus buildings and teaching facilities; and (ii) organising student activities and teacher trainings. The combined effects of the abovementioned factors led to the decrease in gross profit margin.

Other Income and Gains

Other income and gains consist primarily of government grants, rental income, interest income and donation income.

The other income and gains for the year ended 31 August 2025 amounted to RMB14.1 million, which increased by RMB6.2 million as compared to the amount of RMB7.9 million for the year ended 31 August 2024 which was mainly due to: (i) the increase in government grant of RMB1.8 million received from Education Department of Heilongjiang Province during current year as compared to prior year; (ii) the increase of rental income of RMB1.5 million; and (iii) the increase of donation income of RMB2.8 million.

Selling Expenses

Selling expenses primarily consist of promotion expenses and admission expenses of different faculties and salaries of the personnel of our school's enrollment office.

The selling expenses decreased by RMB1.7 million or 39.5% from RMB4.3 million for the year ended 31 August 2024 to RMB2.6 million for the year ended 31 August 2025, which was due to the decreased of the frequency of promotional activities outside the province.

Administrative Expenses

Administrative expenses consist of administrative staff's salaries costs, depreciation and amortization, consultation fee, which mainly represent remuneration for auditors and legal fee, travel expenses incurred by our administrative staff for business trips and for running errands, heating costs, entertainment costs and others.

MANAGEMENT DISCUSSION AND ANALYSIS

Administrative expenses increased by RMB22.0 million or 55.9% from RMB39.4 million for the year ended 31 August 2024 to RMB61.4 million for the year ended 31 August 2025, mainly due to late surcharge payment on corporate income tax and the increase in professional services costs.

Finance Costs

Finance costs primarily consist of (i) interest on bank loans and other borrowings; and (ii) interest on sale and leaseback liabilities.

Finance costs increased from RMB62.2 million for the year ended 31 August 2024 to RMB63.2 million for the year ended 31 August 2025.

During the year ended 31 August 2025, interest expenses of RMB7.2 million capitalised were related to borrowings from certain banks in China and sale and leaseback liabilities from certain finance lease companies in China which were mainly used for construction of the Group's school campuses.

Profit before Tax

During the year ended 31 August 2025, the Group recorded profit before tax of approximately RMB3.9 million, representing a decrease of approximately 80.8% as compared to approximately RMB20.1 million for the year ended 31 August 2024.

Income Tax Expense

Income tax expense increased from RMB0.1 million for the year ended 31 August 2024 to RMB77.8 million for the year ended 31 August 2025, which was mainly due to recognition of (i) an income tax expense of RMB23.0 million due to request of tax payment from the local tax authority based on assessable income from Heilongjiang College in prior years, (ii) an income tax expense for the current year of RMB6.3 million, and (iii) a provision expense of RMB48.5 million for the deferred income tax arising from accelerated depreciation of property, plant and equipment. For details of the income tax applicable to our Group, please refer to note 6 of the notes to the financial statements in this report.

(Loss)/Profit for the year

Due to the combined impact of aforementioned factors, the Group recorded a loss of RMB73.9 million for the year ended 31 August 2025, as compared to a profit of RMB20.0 million for the year ended 31 August 2024.

MANAGEMENT DISCUSSION AND ANALYSIS

Working Capital Sufficiency

Despite the fact that we have recorded net current liabilities positions as at 31 August 2025, our Directors are of the view that we have sufficient working capital to meet our present and future cash requirements for at least the next 18 months from the end of the reporting period, based on the following considerations:

- we expect to generate cash flow from our operations with payment of tuition fees and boarding fees by our students in the upcoming 2025/2026 school year; and
- as at the date of this report, we had unutilised facilities of RMB43.8 million and historically we have been able to obtain external financings and do not foresee any impediment to do so in the future if such need arises.

Our future working capital requirements will depend on a number of factors, including, but not limited to, our operating income, the size of our school operation, constructing new school campus, maintaining and upgrading existing school facilities, purchasing additional educational equipment for our school and hiring additional teachers and other staff. Going forward, we believe that our working capital requirements will be satisfied by cash generated from our operations, bank loans and other borrowings, and other funds raised from the capital markets as and when appropriate from time to time.

Liquidity and Capital Resources

As at 31 August 2025, the Group's cash and cash equivalents were approximately RMB275.8 million, as compared with approximately RMB345.4 million as at 31 August 2024.

As at 31 August 2025, the Group's bank and other borrowings and interest accruals amounted to approximately RMB1,305.8 million (as at 31 August 2024: RMB1,218.6 million). As at 31 August 2025, our bank and other borrowings bore effective fixed interest rates ranging from 3.30% to 10.68% per annum (as at 31 August 2024: 3.50% to 15.14% per annum).

Property, Plant and Equipment

As at 31 August 2025, the Group's property, plant and equipment amounted to approximately RMB1,973.8 million, representing a year-on-year increase of approximately 3.6% from approximately RMB1,905.1 million recorded as at 31 August 2024. The increase was mainly due to the increase of buildings and others for daily operation in connection with the use of Hanan Campus, Quanren School and Junhua Secondary Vocational.

Capital Expenditures

Capital expenditures during the year ended 31 August 2025 were primarily related to the addition of leasehold land of Hanan Campus and Quanren School, and the construction of Hanan Campus, Quanren School and Junhua Secondary Vocational, maintaining and upgrading existing school premises and purchasing additional educational facilities and equipment for our schools. For the year ended 31 August 2025, the Group's capital expenditures were RMB218.2 million (2024: RMB359.6 million).

MANAGEMENT DISCUSSION AND ANALYSIS

Capital Commitment

As at 31 August 2025, the Group had contracted but not provided for capital commitment of approximately RMB84.3 million (31 August 2024: RMB148.1 million), which were primarily related to the acquisition of property, plant and equipment.

Contingent Liabilities

As at 31 August 2025, the Group had no significant contingent liabilities (31 August 2024: nil).

Gearing Ratio

Gearing ratio equals total debt as at the end of the year divided by total equity as at the end of the year. Total debt includes all interest-bearing bank loans and other borrowings. Compared with the gearing ratio of 1.3 as at 31 August 2024, the gearing ratio increased to 1.5 as at 31 August 2025.

Foreign Exchange Risk Management

The functional currencies of the Group's subsidiaries in the PRC are RMB. The majority of the Group's revenue and expenditures are denominated in RMB. During the year ended 31 August 2025, the Group did not experience any significant difficulties in or impacts on its operations or liquidity due to fluctuations in currency exchange rates. The Directors believe that the Group has sufficient foreign exchange to meet its own foreign exchange requirements and will adopt practical and effective measures to prevent exposure to exchange rate risk. The Group did not enter into any financial instrument for hedging purpose.

Significant Investments, Acquisitions and Disposals, Future Plan for Material Investments and Capital Assets

The Group had no significant investments, material acquisitions or disposals during the year ended 31 August 2025.

As of the date of this report, the Group did not have other plans for material investments or capital assets.

Pledge of Assets

As at 31 August 2025, the Group's sale and leaseback borrowings of approximately RMB369.7 million (2024: RMB585.3 million) were guaranteed by the Group's assets of approximately RMB49.8 million (2024: RMB123.4 million).

As at 31 August 2025, the Group's bank loans and interest accruals of RMB176.3 million (2024: RMB50.2 million) were pledged over the Group's right-of-use assets situated in Mainland China, which had an aggregate carrying value of RMB155.7 million (2024: RMB157.8 million); the Group's bank loans and interest accruals of RMB98.6 million (2024: RMB99.1 million) were pledged over the Group's property, plant and equipment situated in Mainland China, which had an aggregate carrying value of RMB146.1 million (2024: RMB82.4 million); and the Group's bank loans and interest accruals of RMB31.5 million (2024: Nil) were pledged over the Group's restricted bank deposits of RMB35.0 million (2024: Nil).

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS REVIEW

Overview

As of 31 August 2025, the Group operated Heilongjiang College of Business and Technology in Harbin City, Heilongjiang Province. Heilongjiang College of Business and Technology has two campuses, namely Songbei Campus and Hanan Campus.

In addition, the Group acquired a lot of 86,056 sq.m. in Hai'an City, Jiangsu Province in January 2021 to build the Yangtze River Delta Industry-Education Integration Base with a floor area of 56,000 sq.m. and a planned total investment of RMB220 million. The construction commenced in 2022 and is expected to be completed and put into use at the end of 2025.

On 8 December 2023, we established Nantong Junhua Secondary Vocational School Co., Ltd.* (南通峻華中等職業學校有限公司) in Hai'an City, Jiangsu Province, which has commenced its second enrollment, and currently has 1,126 enrolled students and 137 faculty and staff members, of whom 79 are full-time teachers. The school is under smooth operation.

On 10 October 2023, we established Tianjin Quanren Vocational Secondary School Co., Ltd.* (天津全人職業中等專業學校有限公司) in Baodi District, Tianjin with a successive acquisition of lot of 224,667 sq.m. Currently, the gross floor area of the first phase of the construction is 26,649.29 sq.m. The construction was completed on 29 August 2024 and has been put into use. The planned floor area of the second phase of the construction is 30,857.11 sq.m. It is under construction and is scheduled to be completed and put into use at the end of 2025. It has a planned total investment of RMB400 million with an investment of RMB300 million having been made.

Tianjin Quanren Vocational Secondary School Co., Ltd. has commenced its second enrollment, and currently has 586 enrolled students and 117 faculty and staff members, of whom 54 are full-time teachers. The school is under smooth operation.

Heilongjiang College of Business and Technology

As of 31 August 2025, Heilongjiang College of Business and Technology occupied an aggregated gross site area of approximately 637,898.04 sq.m. and gross floor area of 343,647.23 sq.m., with total property, plant and equipment value of RMB1,973.8 million. As of 31 August 2025, the school had 649 teachers, and 12,369 full-time students enrolled in bachelor's degree program. The table below sets out the statistics of student enrollment in the past three school years (excluding students who subsequently withdrew during the respective school years):

School years	Number of students
2023/2024	11,941
2024/2025	11,909
2025/2026	12,369

As of 31 August 2025, the utilisation rate of Heilongjiang College of Business and Technology was 88.52% (as of 31 August 2024: 85.32%), which was calculated by dividing the number of students enrolled in the bachelor's degree program by the maximum student capacity for the current school year of 13,972.

MANAGEMENT DISCUSSION AND ANALYSIS

Heilongjiang College of Business and Technology offers 26 undergraduate majors in 2025/26 school year, including 11 in engineering, 5 in management, 3 in economics, 2 in literature and 5 in art.

In the 2025/2026 school year, the average tuition fee and boarding fee of Heilongjiang College of Business and Technology were RMB25,556 and RMB2,264, respectively, representing a decrease of 0.75% and an increase of 2.1% from the average tuition fee and the average boarding fee of RMB25,750 and RMB2,217 in the 2024/2025 school year.

During the reporting period, Heilongjiang College of Business and Technology took “cultivating people with virtue, fostering high-quality application oriented talents, serving the society, and running a school satisfactory to the people” as its educational purpose; it also adhered to the operating philosophy of “education-oriented, quality based, school-enterprise integration, and development with innovation” to continuously exert increasing efforts on the construction of various majors and courses, take the construction requirements for new engineering and new business disciplines as the standards, and optimise the construction and layout adjustment of disciplines and majors, as well as the training program and curriculum system in line with the actual development of the school in order to enrich curriculum resources, strengthen practical teaching, constantly enhance the establishment of teaching faculty and comprehensively improve the quality of application-oriented talents cultivated.

During the reporting period, Heilongjiang College of Business and Technology successfully passed the undergraduate teaching qualification assessment conducted by the Ministry of Education. Since initiating the preparatory work for undergraduate teaching qualification assessment, the school has thoroughly implemented the guiding principle of “Promoting Development through Evaluation, Reform through Evaluation, Management through Evaluation, Combining Evaluation and Development, Focusing on Development”, solidly carrying out various works in an orderly manner in accordance with the relevant requirements of the Ministry of Education with respect to undergraduate teaching qualification assessment. After 5 years of intensive construction and 3 years of focused preparation for the assessment, the school has achieved remarkable results and demonstrated excellent school spirit, teaching ethos and study atmosphere. It received full affirmation and high praise from the expert panel, successfully passed the undergraduate teaching qualification assessment, and established a new milestone for the school’s development and construction.

Heilongjiang College of Business and Technology solidly advanced curriculum establishment. In accordance with its first-class curriculum development standards, the school completed the inspection and acceptance of 21 school-level first-class curriculums in two batches. It selected and recommended 11 provincial-level industry-education integration cultivation curriculums. Significant progress has been made in curriculum resource development. Heilongjiang College of Business and Technology has established a public elective course database, with a reserve of over 3,000 courses, and has cumulatively offered 636 public elective courses, both online and offline. 12 online courses were recorded, and 145 course resources were available on “Yu Ke Tang (雨課堂)”, the SPOC platform on campus. The utilisation rate of the “Yu Ke Tang” intelligent teaching tool, which was promoted to assist teaching, has reached 65%. The ideological and political education courses have yielded remarkable results. This year, 5 school-level demonstration courses for ideological and political education and 8 excellent cases were selected. Among these, “Introduction to Management” (《管理學導論》) was recognized as a model course in the fourth batch of ideological and political education demonstration classes in Heilongjiang Province, and the teaching cases of three teachers, including Liu He, were rated as excellent cases in the second batch of ideological and political education in Higher Education Curricula in Heilongjiang Province.

MANAGEMENT DISCUSSION AND ANALYSIS

Numerous awards were received in the disciplinary competitions and entrepreneurship and innovation competitions. As of September 2025, our students won 142 awards in provincial-level and above entrepreneurship and innovation competitions, including 36 national-level and 106 provincial-level awards. They also won 426 awards in discipline competitions, including 35 national-level and 391 provincial-level awards. A total of 329 school-level entrepreneurship and innovation projects have been approved, involving 452 teacher-time instances as instructors and 968 student-time instances as participants. To support university students' projects in entrepreneurship and innovation, the school has established special funding for innovation and entrepreneurship projects, allocating RMB812,000 to support the approved projects. Notably, in the "Xuechuang Cup (學創杯)" National College Student Simulated Entrepreneur Competition, our school has topped the rankings for eight consecutive years, securing the Grand Prize and First Prize in the National Final Competition continuously.

Heilongjiang College of Business and Technology realised a full coverage of study from research, practice to education. We have established the "145" study and practice education model of "Grand Ideological-political Courses", namely "one core", "four-pronged integration" and "five full concepts". The school organised the "five-colour" educational research and practice activities, including organising over 2,100 participant-times in ice and snow special sports activities in Yabuli. In September 2024, 45 teachers and students were organised to visit Blagoveshchensk State Pedagogical University in Russia for a one-week summer study and practice overseas. At present, the school has 56 stable study and practice bases (base stations) in Jiangsu, Hebei and Heilongjiang provinces, with a total of over 14,000 student-times participated from 2024 to September 2025, achieving full coverage of all students.

New achievements were made in the building of the faculty team. The introduction of faculty team advanced steadily, our title evaluation system was improved, and therefore our title structure of faculty was optimised. Our focus on teacher training continued to contribute to higher education and teaching level among faculty. From 2024 to September 2025, a total of four title evaluations were organised, including a private college title joint evaluation in Heilongjiang province, a senior professional title recommended evaluation, a deputy senior and below title evaluation for the faculty series and a title recommended evaluation for the non-faculty series. 120 teachers passed the title evaluation, including 11 professors, 24 associate professors and 72 lecturers. Therefore, there were 38 senior professors, 87 deputy senior professors, and 202 intermediate professors in the faculty title structure. Compared with the previous year, the number of senior professors increased by 12, the number of deputy senior professors increased by 26, and the number of intermediate professors increased by 91, moving toward in building a reasonable faculty title structure.

Our teaching and research produced fruitful results. From September 2024 to September 2025, our teachers issued 93 academic papers as independent authors, first authors, and corresponding authors, obtained 16 patents and 23 software copyrights, and published 34 textbooks and 13 monographs. A total of 38 vertical research projects at provincial level and above and 33 horizontal research projects were approved, including 4 University-Industry Collaborative Education Programs by the Ministry of Education and 29 university-enterprise cooperation and co-construction projects. To encourage teachers to carry out organised research activities, we have established 3 research teams and successfully obtained approval for a project under the Provincial Philosophy and Social Science Planning Program for the year 2024.

MANAGEMENT DISCUSSION AND ANALYSIS

Student enrollment and employment recorded a new high. Our enrollment efforts have achieved remarkable results. In 2025, the school enrolled students from 22 provinces nationwide in 19 majors, with a total enrollment size of 4,043 students. Among them, 2,949 students were admitted under the general category, with an admission rate of 96.8%, and the number of new students registered was 2,734, representing a registration rate of 92.71%. For the junior college to bachelor's degree transfer program, 1,054 students were admitted, with an admission rate of 100%, and the number of new students registered was 832, representing a registration rate of 78.94%. In terms of employment work, we actively leveraged on-campus recruitment as the main channel, organizing and carrying out 179 campus recruitment and information sessions for the 2024 and 2025 graduating classes. A total of 3,770 enterprises participated, offering 43,404 job openings. The school's 2025 graduating class consisted of 3,075 students. As of September 2025, the initial employment rate was 92.72%, and 44.68% of students stayed in Heilongjiang for career development.

International education achieved new breakthroughs. We expanded partnerships and launched substantive international cooperation projects. We established secondary colleges with Sehan University in South Korea and entered into a cooperation framework agreement for faculty and student exchange activities. We signed agreements for junior college, continuous junior-to-senior college, and undergraduate-to-master cooperative projects with Mokpo Science University and Sehan University in South Korea, deeply advancing these three cooperative projects. We also signed a cooperation agreement with Pai Chai University in South Korea, selecting 9 outstanding students for a one-semester exchange study program. In October 2025, we welcomed 70 Chinese language trainees from Morocco for a 10-month advanced Chinese language study program. We launched the development of two "Study Tour in China" courses: "Heilongjiang Ice and Snow Culture and Economic and Social Development" (《黑龍江冰雪文化與經濟社會發展》) and "Beidahuang Modern Agriculture and Food Security" (《北大荒現代農業與糧食安全》), and actively participated in the "Study Tour in China" curriculum system initiated by Chinese Service Centre for Scholarly Exchange of the Ministry of Education.

A new picture was seen in our campus construction and service guarantee with the vigorous advancement of intelligent campus. From 2024 to September 2025, the school built "Yun Shang Hei Gong Shang (雲上黑工商)" core platform based on Huawei Cloud WeLink, integrating 12 major business systems, such as teaching affairs, students management, and finance, and realizing "handling all within one network" for campus management. The average monthly active users on the mobile application for teachers and students exceeded 8,000. The 2025 orientation system covered the vast majority of new students for online registration and payment, significantly simplifying the new student enrollment process. "Yu Ke Tang (雨課堂)" and other teaching platforms have been applied in depth, with more than 70% of teachers teaching with the help of intelligent tools, and the SPOC platform on campus has accumulated 145 course resources, with over 52,000 participants taking such courses annually. We established a unified identity authentication system, achieving "Single Sign-On (一號通行)" across more than 30 application systems, significantly enhancing user access convenience. The smart campus construction focused on the experience of teachers and students, promoting the digital transformation of management services and education and teaching, and elevating the level of school's informatization to a new stage.

MANAGEMENT DISCUSSION AND ANALYSIS

PROSPECTS

I. Implementing the strategy of going global to actively carry out international education

Heilongjiang College of Business and Technology has actively carried out in international exchanges and cooperations, and successively participated the Sino-Russian Creative Design Alliance, the Sino-Russian University Alliance Forum, the 6th China-U.S. Provincial/State University Presidents' Forum, and the "3rd China-Korea Education Forum (第三屆中韓教育論壇)". Cooperation agreements have been signed with five universities, including Pacific National University in Russia and Sehan University in South Korea. The school has admitted international students from countries such as Morocco, Côte d'Ivoire and Mauritania for studies in China. We plan to expand collaborations with more partner countries and universities in the future.

II. Promoting digital and intelligent transformation of education and teaching

Heilongjiang College of Business and Technology has improved the construction of intelligent campus, actively carried out "digital and intelligent" transformation of education and teaching, and revised the talent training program. It has used the internet, digitalization and intelligence to realize the "digital and intelligent" transformation and development for talent training, focused on the inter-disciplinary knowledge learning, strengthened the integration of cutting-edge knowledge and new technologies, focused on information literacy and digital skills training, and strengthened the cultivation of students' soft skills, so as to realize the enhancement of students' knowledge transfer ability and practical problem solving ability.

Market Overview

The Company is a large private formal higher education service provider in Heilongjiang Province, the PRC, ranking top in the private education sector of the province. It has been growing rapidly over the last few years. Since 2021, the Company has successively invested in the establishment of two vocational schools in the Yangtze River Delta and Beijing-Tianjin-Hebei region respectively, forming an education group with four campuses in three places.

As of 31 August 2025, the State had successively issued many policy documents to support and encourage the development of education, including vocational and private education.

Policy documents that were published in recent years included the CPS's Overall Plan for Coordinately Advancing the Construction of World-Class Universities and First-class Disciplines, Implementation Plan for the Reform on National Vocational Education, Proposal of the Central Committee of the Communist Party of China and the State Council on Comprehensively Deepening the Reform of Teacher Force Construction in the New Era and China's Education Modernization 2035, which have established the top-level design and strategic deployment for the development of higher education in China.

In particular, a number of favorable policies for private and vocational education have been rolled out since 2021:

In June 2021, the Vocational Education Law of the People's Republic of China (Revised Draft) was submitted to the National People's Congress for deliberation. The draft stated that "vocational education and general education have the same importance" and supported social forces to run schools.

MANAGEMENT DISCUSSION AND ANALYSIS

Decree No. 741 of the Implementing Regulations of the Law of the People's Republic of China on the Promotion of Private Education, which came into effect on 1 September 2021, expressly encourages enterprises to organise or participate in organising private vocational schools through sole proprietorship, joint venture and cooperation in accordance with relevant laws. It also grants all private schools the right to change their sponsors regardless of their nature.

On 26 January 2024, “The Notice of Silver Age Teacher Action Plan in Support of Private Education” promulgated by the General Office of MOE (《教育部辦公廳關於做好銀齡教師支持民辦教育行動實施工作的通知》) stated that “To give full play to the advantages of retired teachers, strengthen the establishment of the private faculty team, and help the high-quality development of private education”.

DEVELOPMENT STRATEGY

Development Direction and Targets

The school has firmly established the talent cultivation positioning of “fostering high quality application-oriented talents with a sense of patriotism, service dedication, innovation and entrepreneurship awareness, solid professional knowledge and skills, strong practical ability, great competence and all-round development in ethics, intellect, physique, aesthetics and hardwork”; adhered to the service orientation of “establishing foothold in Heilongjiang in the pursuit of nationwide presence, serving the regional economic and social development”; and defined the development target of “being a provincial first-class, nationally renowned and high-level application-oriented college with distinctive characteristics”.

Development Plan

- Firstly: We will establish in-depth cooperation with international education groups to improve the dual education and talent training model.
- Secondly: We will invest in vocational education and establish vocational colleges, education groups and school-enterprise integration bases in the Yangtze River Delta and Beijing-Tianjin-Hebei, gradually forming a new schooling model of school-enterprise integration.
- Thirdly: We will launch the construction of new medical science-related majors.
- Fourthly: We will develop a digital lifelong learning system, and create a “future learning centre” and a website featuring a wide selection of digital education.
- Fifthly: We will combine our leading majors with the Belt and Road Initiative, and actively promote education for foreign students.

In the future, the Company will develop systematic, multi-tiered and multi-dimensional operation of education services, scale up schooling step by step, and create values for Shareholders.

MANAGEMENT DISCUSSION AND ANALYSIS

Progress of Transforming into a For-profit Private School

In accordance with the Implementation Rules for the Classification and Registration of Private Schools issued by the Ministry of Education and other four agencies and relevant documents, as well as the implementation opinion on “encouraging social forces to engage in education to promote the healthy development of private schools” announced successively in various provinces, Heilongjiang College of Business and Technology has been approved by the Ministry of Education in its transformation into a for-profit school. In compliance with relevant documents and policies to be issued by the competent education authorities, the school will firmly protect the legal rights and interests of students during the transition period, complete the transfer of assets from non-profit to for-profit school, and enforce the property rights of legal entities. It will complete the procedures of credit and debt disposal, and renewal of teachers’ employment contracts and employment affiliation. The school will improve its operation and management plan during the transition period to achieve smooth non-profit to for-profit transformation.

Updates to the Plan to Comply With the Qualification Requirement

As disclosed in the Prospectus and the 2021 Annual Report, we have adopted a specific plan and have taken concrete steps which we believe are meaningful endeavors to demonstrate compliance with the Qualification Requirement. On 15 October 2019, Leader Education LLC was established in Chicago, Illinois and is an indirect wholly-owned subsidiary of the Company. Leader Education LLC plans to operate and manage a higher education institution (the “US School”) in the State of Illinois, US to be established, which is planned to provide programs focusing on business studies. On 21 February 2020, we filed a notice of intent for operation to the Illinois Board of Higher Education (“IBHE”). On 22 May 2020, we entered into a service agreement with an independent third party, with an aim to design the education program to be offered by the US School and submit applications with the IBHE regarding the establishment of the US School. Due to the spread of the COVID-19 in various countries around the world from 2020 to 2022, the Group’s progress in establishing the US School has been slow and was unable to advance in a timely manner. Although the COVID-19 came to an end in 2023, due to the increasingly complicated international environment, particularly the fierce international competition, our progress in establishing the US School has also been affected. Competition is emphasized in the education system of the United States. Keen competition can be seen both in terms of standardized examinations and courses, but we did not adopt a blind approach to proceed, which resulted in the failure of the establishment of the US School as scheduled. However, we will actively identify problems and continue to improve, hoping to complete the application for establishment of the US School as soon as possible.

EMPLOYEES AND REMUNERATION POLICY

As at 31 August 2025, the Group had 753 full-time employees and 194 part-time employees (as at 31 August 2024: 781 full-time employees and 127 part-time employees). The Company believes that attracting, recruiting and retaining high-quality employees is essential to the success and sustainability of the Group. The remuneration policy and package of the Group’s employees are periodically reviewed in accordance with industry practice and financial results of the Group. The Group provides external and internal training programs to its employees. The Group participates in various employee social security plans for its employees that are administered by local governments, including housing, pension, medical insurance, maternity insurance and unemployment insurance. The total remuneration cost (including directors’ fee) incurred by the Group for the year ended 31 August 2025 was RMB102.7 million (as at 31 August 2024: RMB100.8 million).

SUBSEQUENT EVENTS

As at the date of this report, there was no significant event subsequent to 31 August 2025.

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

As of the date of this report, the Company has four executive Directors and three independent non-executive Directors. Their biographical details are set out below.

EXECUTIVE DIRECTORS

Mr. Liu Laixiang (劉來祥), aged 60, the founder of the Group and the honorary principal of Heilongjiang College of Business and Technology, was appointed as the chief executive officer, the chairman of the Board and an executive Director of our Company in February 2020 and in charge of the overall management and strategic development of the Group. Mr. Liu is the spouse of Ms. Dong Ling, one of our executive Directors.

Mr. Liu has approximately 19 years of experience in education. Mr. Liu acted as a chairman of Limin Campus of Heilongjiang College of Science and Technology* (黑龍江科技學院利民校區) from March 2006 to May 2011. He then acted as a chairman and director of Chengdong College of Northeast Agricultural University* (東北農業大學成棟學院) (the predecessor of Heilongjiang College of Business and Technology) ("Chengdong College") from June 2011 to March 2015. After that, he has been acting as a chairman and an executive director of Harbin Xiangge, the school sponsor of Heilongjiang College of Business and Technology since February 2007. He is responsible for the overall work of the board of directors and major decision making. From April 2015 to June 2022, he acted as the principal and the president of Heilongjiang College of Business and Technology and since June 2022, he acts as the honorary principal and the president of Heilongjiang College of Business and Technology. He is in charge of material decision-making such as the design of school structure and strategic development, optimization and integration of school-running resources, integration of industry and education, campus employment and investment promotion.

Mr. Liu obtained the qualification as a senior economist issued by Heilongjiang Human Resources and Social Security Bureau* (黑龍江省人力資源和社會保障廳) in September 2018. He obtained a bachelor's degree in Science and a master's degree in Science from Harbin Normal University (哈爾濱師範大學) in July 1988 and June 1991, respectively. He obtained a doctoral degree in Economics from Renmin University of China (中國人民大學) in June 2007.

Mr. Liu did not hold any directorship in any other listed companies during the last three years.

Ms. Dong Ling (董玲) (formerly known as Dong Qingxin (董慶新)), aged 56, joined the Group in February 2007 and was appointed as an executive Director of our Company in February 2020, responsible for business management, participating in major decision making and providing opinion to our Board. Ms. Dong is the spouse of Mr. Liu, one of our executive Directors.

Ms. Dong has nearly 28 years of experience in education, which included being a teacher in Heilongjiang Province Foreign Trade College (黑龍江省對外貿易學校) from March 1997 to July 2001 and a director, a lecturer and the head of International Corporation and Exchange Division of Heilongjiang College of Business and Technology from April 2015 to February 2022. Since February 2022, Ms. Dong acts as a director and the vice principal of Heilongjiang College of Business and Technology. She is in charge of logistic work and overall management of the school.

In addition, Ms. Dong acts as a deputy general manager of Diaqing Xiangge Property Development Limited* (大慶市祥閣房地產開發有限公司) since August 2001. She is also a deputy general manager of Harbin Xiangge since February 2007. Furthermore, she acts as a general manager of Liankang Consulting since August 2019 and the executive director of Junhua Consulting since July 2020.

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

Ms. Dong obtained a bachelor's degree in Arts from Harbin Normal University (哈爾濱師範大學) in July 1991. She obtained the qualification of lecturer (講師) issued by Heilongjiang Human Resources and Social Security Bureau (黑龍江省人力資源和社會保障廳) (previously Heilongjiang Human Resources Bureau 黑龍江省人事廳) in September 2000.

Ms. Dong did not hold any directorship in any other listed companies during the last three years.

Mr. Wang Yunfu (王雲福), aged 55, joined the Group in January 2013 and was appointed as an executive Director of our Company in February 2020, responsible for overall management of financial and accounting affairs of the Group.

Mr. Wang has been acting as a chief financial officer and deputy general manager of Harbin Xiangge since January 2013. Also, he has been serving as the chief accountant of Heilongjiang College of Business and Technology since March 2016. Prior to joining the Group, Mr. Wang served as the financial controller of Heilongjiang Jia Feng Green Food Ltd.* (黑龍江嘉峰綠色食品有限公司), a company primarily engaged in the development and manufacturing of food products from 2001 to 2010 and the finance manager of Hanfeng Controlled Release Fertilizer (Heilongjiang) Co., Ltd.* (漢楓緩釋肥料(黑龍江)有限公司), a company primarily engaged in the manufacturing and sales of different types of fertilizer from 2011 to 2012.

Mr. Wang obtained a bachelor's degree in Finance and Accounting from Harbin Economic Management Cadres College (哈爾濱經濟管理幹部學院) in January 2001. He passed the national examination in Accounting (intermediate level) administered by the Ministry of Finance of the PRC in May 2002. He has been a certified public accountant accredited by the Chinese Institute of Certified Public Accountants (中國註冊會計師協會) since June 2010.

Mr. Wang did not hold any directorship in any other listed companies during the last three years.

Mr. Che Wenge (車文閣), aged 59, joined the Group in February 2007 and was appointed as an executive Director of our Company in February 2020, responsible for overseeing and management of campus development and labour affairs of the Group.

Mr. Che has approximately 18 years of experience in education. Mr. Che acted as the deputy chairman of the board of Limin Campus from May 2006 to July 2012. He then acted as the deputy chairman of the board of Chengdong College from July 2012 to July 2015. He was responsible for overseeing matters related to the construction of campus. In addition, he has been acting as then General Manager of Harbin Xiangge since February 2007. In addition, he has been acting as the vice president and the vice principal of our school since July 2022, and is in charge of the construction and development planning of Hanan campus, the construction of national AAA level attractions and works related to social services. Prior to joining the Group, Mr. Che had extensive work experience in the governmental bodies in the PRC.

Mr. Che obtained a bachelor's degree in Business Administration from Heilongjiang Business College (黑龍江商學院) (now known as Harbin University of Commerce (哈爾濱商業大學)) in 1988.

Mr. Che did not hold any directorship in any other listed companies during the last three years.

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Zhang Su (張甦), aged 50, was appointed as an independent non-executive Director of our Company in July 2020, responsible for providing independent opinion and judgement to our Board.

Mr. Zhang was a postdoctoral researcher of Peking University from July 2005 to May 2007. He was responsible for conducting research related to integrated circuit industry. Then, he has been serving as a professor in the Central University of Finance and Economics (中央財經大學), responsible for teaching and conducting academic research in the fields of microeconomics and macroeconomics, since May 2007.

Mr. Zhang graduated from Hunan Higher College of Finance and Economics* (湖南財經高等專科學校) (now known as Hunan University of Finance and Economics (湖南財政經濟學院) with specialization in Marketing in June 1997. He obtained a master's degree in Industrial Economics (產業經濟學) from Hunan Normal University (湖南師範大學) in June 2002 and a doctoral degree in Economics (Political Economics) from Renmin University of China (中國人民大學) in June 2005.

Mr. Zhang did not hold any directorship in any other listed companies during the last three years.

Mr. Cao Shaoshan (曹少山), aged 54, was appointed as an independent non-executive Director of our Company in July 2020, responsible for providing independent opinion and judgement to our Board. Mr. Cao has extensive experience in the field of corporate finance and investment management.

He served as the vice president of Credit Suisse Hong Kong Limited from August 2000 to March 2004 and the vice president of Citigroup Global Markets Hong Kong from April 2004 to May 2006. In addition, he acted as an executive director and co-head of M&A division and head of real-estate finance division of China International Capital Corporation Hong Kong Limited from June 2006 to May 2009. He has been the chairman of Orizon Capital Group Limited (河山國際資本集團有限公司) since June 2009. Also, he has been acting as the general manager of Beidou Guoxin Fund Management (Beijing) Limited (北斗國信基金管理(北京)有限公司) since December 2015 and the general manager of Beidou Guoxin Fund Management (Zhuhai Hengqin) Limited (北斗國信基金管理(珠海橫琴)有限公司) since December 2016.

Mr. Cao obtained a bachelor's degree of Arts majoring in English Language from the Beijing Foreign Studies College (北京外國語學院) (currently known as Beijing Foreign Studies University (北京外國語大學) in July 1993 and a master's degree in Business Administration (MBA) from the University of Virginia Darden Business School in May 2000. He has been admitted as a diploma holder of the Association of Chartered Certified Accountants since May 1997.

Mr. Cao did not hold any directorship in any other listed companies during the last three years.

Mr. Chan Ngai Fan (陳毅奮), aged 45, was appointed as an independent non-executive Director of our Company in July 2020, responsible for providing independent opinion and judgement to our Board.

Mr. Chan has approximately 18 years of experience in auditing, accounting and financial management. In the early stage of his career, Mr. Chan worked successively in JBPB & Company (formerly known as Grant Thornton and later merged with BDO Limited), with his last position as an assistant manager in assurance from August 2007 to February 2011. From March 2011 to April 2015, he served as the chief financial officer of a PRC-based mining company.

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

Mr. Chan acted as the financial controller of KPa-BM Holdings Limited (應力控股有限公司) (stock code: 2663) from May 2015 to April 2018. He acted as an independent non-executive director of Sino Vision Worldwide Holdings Limited (新維國際控股有限公司) (stock code: 8086, delisted in July 2023) ("Sino Vision") from August 2017 to September 2018. In addition, he acted as a non-executive director of Shenzhen Mingwah Aohan High Technology Corporation Limited (深圳市明華澳漢科技股份有限公司) (stock code: 8301, delisted in December 2021) ("Shenzhen Mingwah Aohan") from September 2016 to April 2018 and from January 2019 to March 2019. He also acted as an executive director and the chief financial officer of Shenzhen Mingwah Aohan from April 2018 to January 2019. Afterwards, he acted as the company secretary of Sino Vision from January 2019 to May 2019. In addition, he acted as an independent non-executive director of Sanxun Holdings Group Limited (三巽控股集團有限公司) (stock code: 6611) since September 2019 to September 2023 and an independent non-executive director of Contel Technology Company Limited (康特隆科技有限公司) (stock code: 1912) since March 2022 to June 2023. He also acted as an independent non-executive director of Capital Finance Holdings Limited (stock code: 8239) from January 2022 to September 2025.

Currently, he has been acting an independent non-executive director of Persistence Resources Group Ltd (stock code: 2489) since November 2023, an independent non-executive director of Smart fish Wealthlink Holdings Limited (formerly known as Central Wealth Group Holdings Limited) (stock code: 139) since July 2024 and an independent non-executive director of Anhui Jinyan New Materials Co., Ltd (stock code: 2693) since October 2024. He also has been acting as the joint company secretary of Centenary United Holdings Limited since January 2019, the company secretary of China Health Technology Group Holding Company Limited (stock code: 1069) since May 2022, the company secretary of Bison Finance Group Limited (stock code: 888) since August 2022 and the company secretary of Zhengwei Group Holdings Company Limited (stock code: 2147) since June 2022 for handling compliance related matters.

Mr. Chan obtained a bachelor's degree in Arts in Accountancy and a master's degree in Corporate Governance from the Hong Kong Polytechnic University in December 2007 and October 2013, respectively. He is a member of the Hong Kong Institute of Certified Public Accountants (Practising), and an associate member of the Hong Kong Institute of Chartered Secretaries since February 2011 and November 2019, respectively.

Save as disclosed above, Mr. Chan did not hold any directorship in any other listed companies during the last three years.

SENIOR MANAGEMENT

Mr. Zhao Jinbo (趙金波), aged 56, joined the Group in September 2015 and was appointed as the General Manager of our Company in February 2020 and the vice-principal of Heilongjiang College of Business and Technology in August 2016. He is primarily responsible for overseeing and strategic planning of information system development of the Group.

Mr. Zhao has substantive work experience in software engineering (including serving in Northern Caijing Group Ltd.* (北方彩晶集團有限公司) and its subsidiary Jilin Northern Caijing Display Ltd.* (吉林北方彩晶顯示有限公司) between June 2002 and October 2005). He served as a teacher of Changchun Optics Precision Machinery College* (長春光學精密機械學院) (the predecessor of Changchun University of Science and Technology) from November 1993 to May 2002. In addition, he acted as the General Manager and Deputy General Manager of Heilongjiang Huizhijinhe Software Engineering Limited* (黑龍江匯智金合軟件工程股份有限公司) (formerly Heilongjiang Heidatongqing Software Engineering Limited* (黑龍江黑大同慶軟件工程股份有限公司)). From March 2009 to September 2015, he acted as the Deputy General Manager, chief engineering and Head of Department of Changchun Jida Scola Co., Ltd* (長春吉大博碩科技有限責任公司).

PROFILE OF DIRECTORS AND SENIOR MANAGEMENT

Mr. Zhao obtained the qualification as a senior information system project manager (信息系統項目管理師) from Jilin Province Personnel Examination Center (吉林省人事考試中心) in May 2014. He obtained a bachelor's degree in Statistics from Nankai University (南開大學) in July 1991.

Mr. Zhao did not hold any directorship in any listed companies during the last three years.

Mr. Li Guorun (李國潤), aged 43, joined Chengdong College, our predecessor, in June 2006, and has continued to be a staff member of the Group since then.

In Chengdong College, he served as a teaching secretary from June 2006 to July 2008. He was responsible for providing support to teaching and administrative function. He then acted as the deputy section chief of college office in which he was in charge of managing international exchange affairs of the college. From July 2011 to May 2015, he served as a teacher in Foreign Language Department. In Heilongjiang College of Business and Technology, he continued his role as an English teacher in the Foreign Language Department from May 2015 to June 2016. He then acted as the Deputy Head of Foreign Language Department from June 2016 to April 2017. Since April 2017, he has been the Office Director of our school, managing teaching related matters.

Mr. Li obtained a bachelor's degree of Arts majoring in English Language from Northeast Agricultural University (東北農業大學) in July 2006 and a master's degree in English Translation (Oral) in June 2016 from Heilongjiang University (黑龍江大學). He also obtained the qualification as higher education teacher (English) in July 2014 issued by the Ministry of Education of Heilongjiang Province and the qualification as associate professor (foreign language) issued by the Heilongjiang Talents Service Bureau* (黑龍江人才服務局) in September 2016.

Mr. Li did not hold any directorship in any listed companies during the last three years.

COMPANY SECRETARY

Mr. Chang Eric Jackson (張世澤) (formerly known as Chang Eric Jackson (張再祖)), aged 44, was appointed as the company secretary of our Company in February 2020. Mr. Chang has over 19 years of experience in accounting, finance and business advisory work. Mr. Chang has been an independent non-executive director of Ganglong China Property Group Limited (港龍中國地產集團有限公司) (stock code: 6968) since October 2025, an independent non-executive director of Yik Wo International Holdings Limited (易和國際控股有限公司) (stock code: 8659) since June 2022, an independent non-executive director of DL Holdings Group Limited (德林控股集團有限公司) (stock code: 1709) since May 2018 and an independent non-executive director of Transmit Entertainment Limited (傳遞娛樂有限公司) (stock code: 1326) since December 2017. In addition, He has also been the company secretary of Xingye Wulian Service Group Co. Ltd. (興業物聯服務集團有限公司) (stock code: 9916) since July 2022, the company secretary of Zensun Enterprises Limited (正商實業有限公司) (stock code: 185) since February 2024 and the company secretary of Ximei Resources Holding Limited (稀美資源控股有限公司) (stock code: 9936) since May 2024. He was an independent non-executive director of Centenary United Holdings Limited (世紀聯合控股有限公司) (stock code: 1959) from September 2019 to May 2020 and an independent non-executive director of Datang Group Holding Limited (大唐集團控股有限公司) (stock code: 2117, delisted in October 2024) from December 2022 to September 2024. He acted as the chief financial officer and the company secretary of Sanxun Holdings Group Limited (三巽控股集團有限公司) (stock code: 6611) from September 2019 to December 2021 and the company secretary of Wanka Online Inc. (stock code: 1762) from November 2022 to November 2024. Prior to the above roles, Mr. Chang also worked successively as an associate and a senior manager in PricewaterhouseCoopers Ltd. from September 2002 to September 2013.

Mr. Chang obtained a bachelor of commerce degree from University of British Columbia in May 2002. Mr. Chang has been a member of Hong Kong Institute of Certified Public Accountants and American Institute of Certified Public Accountants since September 2005 and January 2005, respectively.

REPORT OF THE DIRECTORS

The Board is pleased to present the annual report together with the audited consolidated financial statements of the Group for the year ended 31 August 2025.

PRINCIPAL ACTIVITIES

The Company is an investment holding company. The Company and its subsidiaries (the “Group”) are principally engaged in providing private higher education services in the People’s Republic of China (the “PRC”). Particulars of the subsidiaries are set out in note 1 to the notes to consolidated financial statements.

BUSINESS REVIEW

A review of the Group’s business for the year ended 31 August 2025, which includes a discussion of the principal challenges and uncertainties faced by the Group, an analysis of the Group’s performance using financial key performance indicators, particulars of important events affecting the Group for the year ended 31 August 2025, and an indication of likely future developments in the Group’s business, could be found in the sections headed “Chairman’s Statement” and “Management Discussion and Analysis” in this annual report. The review and discussion form part of this directors’ report.

ENVIRONMENTAL POLICIES AND SOCIAL RESPONSIBILITIES

As an education service provider, the Group’s daily operations generally do not have any material impact on the environment. However, the Group is highly aware of the importance of environment protection. The Group has implemented environmental protection measures and has also encouraged staff to be environmental friendly at work by consuming the electricity and paper according to actual needs, so as to reduce energy consumption and minimize unnecessary waste.

Ensuring the well-being of our students is a top priority of the Group. The Group continues to maintain effective communication with our students and is dedicated to establishing a healthy and safe campus. We also strive to maintain a good relationship with our suppliers and other relevant stakeholders to ensure the operations of the Group will be sustainable.

As far as the Board and the management are aware, the Group has complied in all material aspects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. For the year ended 31 August 2025, there was no material breach of or non-compliance with applicable laws and regulations by the Group.

The environment, social and governance report will be issued on the same date with the publication of this annual report in accordance with Appendix C2 of the Listing Rules.

DONATIONS

For the year ended 31 August 2025, the Group did not make any charitable and other donations.

REPORT OF THE DIRECTORS

PRINCIPAL RISKS AND UNCERTAINTIES AND RISK MANAGEMENT

The Group is subject to different risks in the operations of its business and the Group strives to ensure effective risk management system is in place. Major operational risks faced by the Group include, among others, market recognition of the brand and reputation of our school and the Group, changes in general market conditions and perceptions of private higher education, changes in the regulatory environment in the PRC private higher education industry, risk and uncertainties involved in the operation of the new Hanan Campus, its ability to offer quality education to its students, its ability to increase student enrollment and/or raising tuition rates, competition from other university operators that offer similar or higher quality of educational services.

In addition, the Group is also exposed to market risks, including interest rate, credit and liquidity risks that are associated with our ordinary course of business. Details of the above risks and mitigation thereof are set out in note 34 of the notes to financial statements.

RESULTS

The Group's results for the year ended 31 August 2025 are set out in the consolidated statement of profit or loss and comprehensive income on pages 68 to 69 of this annual report.

The Board did not recommend the payment of a final dividend for the year ended 31 August 2025. There is no arrangement that a Shareholder has waived or agreed to waive any dividend.

DIVIDENDS POLICY

The dividend policy of the Company (the "Dividend Policy") is in place to ensure that the Board maintains an appropriate procedure on declaring and recommending the dividend payment of the Group. Accordingly, the Dividend Policy aims to allow Shareholders to participate in the Company's profits whilst preserving the Company's liquidity to capture future growth opportunities.

The declaration and recommendation of dividends is subject to the decision of the Board at its absolute discretion and subject to Shareholders' approval, where applicable. Even if the Board decides to recommend and pay dividends, the form, frequency and amount will depend upon the operations and earnings, capital requirements and surplus, general financial condition, contractual restrictions, applicable laws and the Articles, and other factors of and affecting the Group.

The Board shall review and reassess the Dividend Policy and its effectiveness in its sole and absolute discretion on a regular basis or as required.

REPORT OF THE DIRECTORS

FINANCIAL SUMMARY

A summary of the published results and assets and liabilities of the Group for the last five financial years is set out on page 6 of this report.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in property, plant and equipment of the Group for the year ended 31 August 2025 are set out in note 13 to the notes to consolidated financial statements of this annual report.

SHARE CAPITAL

Details of movement in the Company's share capital for the year ended 31 August 2025 are set out in note 27 to the notes to consolidated financial statements.

RESERVES AND DISTRIBUTABLE RESERVES

Details of movements in the reserves of the Group for the year ended 31 August 2025 are set out in the consolidated statement of changes in equity set out on page 72 of this annual report, of which, the reserves available for distribution to the Shareholders as at 31 August 2025 are set out in note 28 to the notes to consolidated financial statements.

BORROWINGS

As at 31 August 2025, the Group had outstanding bank and other borrowings and interest accruals of approximately RMB1,305.8 million. Details of the borrowings are set out in note 25 to the notes to consolidated financial statements.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Articles of Association, or the laws of Cayman Islands, which would oblige the Company to offer new Shares on a pro-rata basis to its existing Shareholders.

REPORT OF THE DIRECTORS

DIRECTORS

The Directors in office during the year ended 31 August 2025 and as at the date of this annual report were as follows:

Executive Directors

Mr. Liu Laixiang (*Chairman and Chief Executive Officer*)
Ms. Dong Ling
Mr. Wang Yunfu
Mr. Che Wenge

Independent Non-executive Directors

Mr. Zhang Su
Mr. Cao Shaoshan
Mr. Chan Ngai Fan

BIOGRAPHY DETAILS OF THE DIRECTORS AND THE SENIOR MANAGEMENT

Biographical details of the Directors and the senior management of the Group as at the date of this annual report are set out on pages 19 to 23 in the section headed “Profile of Directors and Senior Management” to this annual report.

DIRECTORS’ SERVICE CONTRACTS

Each of our executive Directors has entered into a service contract with us for an initial fixed term of three years commencing from the Listing Date and will continue thereafter until terminated by not less than three months’ notice in writing served by either party on the other, which notice shall not expire until after the fixed term.

Each of our independent non-executive Directors has entered into a letter of appointment with us for an initial fixed term of one year commencing from the Listing Date and will continue thereafter until terminated by not less than three months’ notice in writing served by the independent non-executive Director to our Company or with immediate effect following the notice in writing served by our Company to the non-executive Director.

The appointments of the Directors are subject to the provisions of retirement and rotation of Directors under the Articles of Association.

Save as aforesaid, none of our Directors has or is proposed to have a service contract with us or any of our subsidiaries (other than contracts expiring or determinable by the employer within one year without the payment of compensation (other than statutory compensation)).

REPORT OF THE DIRECTORS

DIRECTORS' AND CONTROLLING SHAREHOLDERS' MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Save as disclosed in the section headed “Non-exempt Continuing Connected Transaction” of this report and otherwise disclosed in this annual report, none of the Director, the Controlling Shareholder or any of their connected entity (within the meaning of section 486 of the Companies Ordinance) had a material interest, either directly or indirectly, in any transaction, arrangement or contract of significance to the business of the Group to which the Company, or any of its subsidiaries or fellow subsidiaries was a party for the year ended 31 August 2025.

For the year ended 31 August 2025, no contract of significance for the provision of services to the Company or any of its subsidiaries by the Controlling Shareholders of the Company or any of its subsidiaries.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed for the year ended 31 August 2025.

COMPENSATION OF DIRECTORS AND SENIOR MANAGEMENT

The emoluments of the Directors and senior management of the Group are decided by the Board with reference to the recommendation given by the Remuneration Committee, having regard to the Group's operating results, individual performance and comparable market statistics.

Details of the Directors' emoluments and emoluments of the five highest paid individuals in the Group are set out in note 8 to the notes to consolidated financial statements in this annual report.

RETIREMENT AND EMPLOYEE BENEFITS SCHEME

Details of the retirement and employee benefits scheme of the Company are set out in note 2.4 to the notes to consolidated financial statements.

Except as disclosed above, no other payments had been made or were payable, for the year ended 31 August 2025, by the Group to or on behalf of any of the Directors.

MATERIAL LEGAL PROCEEDINGS

The Group was not involved in any material legal proceedings for the year ended 31 August 2025.

LOAN AND GUARANTEE

For the year ended 31 August 2025, the Group had not made any loan or provided any guarantee for loan, directly or indirectly, to the Directors, senior management of the Company, the controlling shareholders of the Company or their respective connected persons.

EQUITY-LINKED AGREEMENTS

For the year ended 31 August 2025, the Company did not enter into any equity-linked agreement.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

For the year ended 31 August 2025, none of the Directors or their respective close associates (as defined in the Listing Rules) had any interest in a business that competed or was likely to compete, either directly or indirectly, with the business of the Group, other than being a director of the Company and/or its subsidiaries.

NON-COMPETITION UNDERTAKING

Mr. Liu Laixiang and Ms. Dong Ling, our Controlling Shareholders, have provided non-competition undertakings in favor of the Company under the Business Cooperation Agreement as the shareholders of Harbin Xiangge. Each of them undertook to Liankang Consulting that, unless with the prior written consent of Liankang Consulting, they (severally or jointly) shall not (i) directly or indirectly engage, participate in, conduct, acquire or hold any business or activities which compete or may potentially compete with any of our PRC Consolidated Affiliated Entities and its subsidiaries ("Competing Business"), (ii) use information obtained from any of our PRC Consolidated Affiliated Entities or its subsidiaries for the Competing Business, and (iii) obtain any benefit from any Competing Business. Each of them further consented and agreed that, in the event that any of them (severally or jointly) directly or indirectly engage, participate in or conduct any Competing Business, Liankang Consulting and/or other entities as designated by us shall be granted an option to require the entity engaging in the Competing Business to enter into an arrangement similar to that of the Structured Contracts. If Liankang Consulting does not exercise such option, the shareholders of Harbin Xiangge shall cease the operation of the Competing Business within a reasonable time.

Compliance with the non-competition undertaking

As at the date of this annual report, the Controlling Shareholders do not have any other interest in any business that may, directly or indirectly, compete with the business of the Group.

The Company has received confirmations from Mr. Liu Laixiang and Ms. Dong Ling confirming their compliance with the above non-competition undertaking for the year ended 31 August 2025 for disclosure in this annual report.

The independent non-executive Directors have reviewed the compliance with the above non-competition undertaking for the year ended 31 August 2025 based on the information and confirmation provided by or obtained from Mr. Liu Laixiang and Ms. Dong Ling, and were satisfied that they have duly complied with the relevant undertaking.

INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received, from each of the independent non-executive Directors, an annual confirmation of his independence as regards each of the factors referred to in Rule 3.13 of the Listing Rules. The Company considers all the independent non-executive Directors are independent.

REPORT OF THE DIRECTORS

NON-EXEMPT CONTINUING CONNECTED TRANSACTIONS

As at the date of this annual report, the Group has entered into the following continuing connected transactions pursuant to Chapter 14A of the Listing Rules:

Structured Contracts

A. Overview

The PRC laws and regulations generally restrict foreign ownership in the private education industry in the PRC and currently restrict the operation of higher education institutions to sino-foreign ownership, in addition to imposing a qualification requirement on the foreign owners. In order to comply with the applicable PRC legal and regulatory restrictions, the Group (through our wholly-owned subsidiary – Liankang Consulting), the PRC Consolidated Affiliated Entities, Mr. Liu and Ms. Dong have entered into the Structured Contracts such that we can conduct our business operations indirectly in the PRC through the PRC Consolidated Affiliated Entities while complying with the applicable laws and regulations. We do not hold any equity interest in Heilongjiang College of Business and Technology. The Structured Contracts, as a whole, are designed to provide the Group with effective control over the financial and operational policies of the PRC Consolidated Affiliated Entities, to the extent permitted by PRC law and regulations, the right to acquire the equity interest and/or school sponsor's interest in the PRC Consolidated Affiliated Entities after the Listing through Liankang Consulting. Pursuant to the Structured Contracts, all material business activities of the PRC Consolidated Affiliated Entities are instructed and supervised by the Group through Liankang Consulting, and all economic benefits arising from such business of the PRC Consolidated Affiliated Entities are transferred to the Group.

B. Summary of the Material Terms of the Structured Contracts

A summary of each of the specific agreements in force that comprise the Structured Contracts is set out below. For further details of these agreements, please refer to the section headed “Structured Contracts – Operation of the Structured Contracts – Summary of the Material Terms of the Structured Contracts” in the Prospectus.

(1) Business Cooperation Agreement

Pursuant to the Business Cooperation Agreement, Liankang Consulting shall provide technical services, management support and consulting services necessary for the private education business, and in return, our PRC Consolidated Affiliated Entities shall make payments accordingly.

In order to prevent the leakage of assets and values of our PRC Consolidated Affiliated Entities, Mr. Liu and Ms. Dong as the shareholders of Harbin Xiangge and each of our PRC Consolidated Affiliated Entities have undertaken that, without the prior written consent of the Liankang Consulting or its designated party, the shareholders of Harbin Xiangge or our PRC Consolidated Affiliated Entities shall not conduct or cause to conduct any activity or transaction which may have any actual impact (i) on the assets, business, staff, obligations, rights or operations of our PRC Consolidated Affiliated Entities or (ii) on the ability of the shareholders of Harbin Xiangge and each of our PRC Consolidated Affiliated Entities to perform the obligations under the Structured Contracts.

Furthermore, each of the shareholders of Harbin Xiangge undertakes to Liankang Consulting that, unless with the prior written consent of Liankang Consulting, the shareholders of Harbin Xiangge (severally or jointly) shall not (i) directly or indirectly engage, participate in, conduct, acquire or hold any business or activities which compete or may potentially compete with any of our PRC Consolidated Affiliated Entities and its subsidiaries (“Competing Business”), (ii) use information obtained from any of our PRC Consolidated Affiliated Entities or its subsidiaries for the Competing Business, and (iii) obtain any benefit from any Competing Business. Each of the shareholders of Harbin Xiangge further consents and agrees that, in the event that any of them (severally or jointly) directly or indirectly engage, participate in or conduct any Competing Business, Liankang Consulting and/or other entities as designated by us shall be granted an option to require the entity engaging in the Competing Business to enter into an arrangement similar to that of the Structured Contracts. If Liankang Consulting does not exercise such option, the shareholders of Harbin Xiangge shall cease the operation of the Competing Business within a reasonable time.

(2) Exclusive Technical Service and Management Consultancy Agreement

Pursuant to the Exclusive Technical Service and Management Consultancy Agreement entered into among Liankang Consulting, Harbin Xiangge and Heilongjiang College of Business and Technology, Liankang Consulting has agreed to provide exclusive technical services to our PRC Consolidated Affiliated Entities including, among others, (a) design, development, update and maintenance of software for computer and mobile devices; (b) design, development, update and maintenance of webpages and websites necessary for the education activities of our PRC Consolidated Affiliated Entities; (c) design, development, update and maintenance of management information systems necessary for the education activities of our PRC Consolidated Affiliated Entities; and (d) providing other technical services reasonably requested by our PRC Consolidated Affiliated Entities.

Furthermore, Liankang Consulting agreed to provide exclusive management consultancy services to our PRC Consolidated Affiliated Entities, including, among others, (a) design of curriculum; (b) preparation, selection and/or recommendation of course materials; (c) provision of teacher and staff recruitment and training support and services; (d) provision of student recruitment support and services; and (e) providing other management technical services reasonably requested by our PRC Consolidated Affiliated Entities.

In consideration of the technical and management consultancy services provided by Liankang Consulting, our PRC Consolidated Affiliated Entities agreed to pay on an annual basis the relevant services fees to Liankang Consulting equal to (a) as for Heilongjiang College of Business and Technology, all of its amount of surplus from operations (after deducting all necessary costs, expenses, taxes, losses from previous years (if required by the law) the legally compulsory development fund (if required by the law)) and other fees required by the law), (b) as for Harbin Xiangge, all of their net profit (after deducting all necessary costs and expenses, taxes, losses from previous years (if required by the law) and the legally compulsory public reserve fund (if required by law)). The compulsory development fund is included as statutory surplus reserve at the Group’s level and retained at schools’ level. Liankang Consulting has the right (but not the obligation) to adjust the amount of such service fee by reference to the actual services provided and the actual business operations and needs of our PRC Consolidated Affiliated Entities, provided that any adjusted amount shall not exceed the amount mentioned above. Our PRC Consolidated Affiliated Entities do not have any right to make any such adjustment.

REPORT OF THE DIRECTORS

Pursuant to the Exclusive Technical Service and Management Consultancy Agreement, unless otherwise prescribed under the PRC laws and regulations, Liankang Consulting shall have exclusive proprietary rights to any technology and intellectual property developed and materials prepared in the course of the provision of research and development, technical support and services by Liankang Consulting to our PRC Consolidated Affiliated Entities, and any intellectual property in the products developed, including any other rights derived thereunder, in the course of performance of obligations under the Exclusive Technical Service and Management Consultancy Agreement and/or any other agreements entered into between Liankang Consulting and other parties.

(3) Exclusive Call Option Agreement

Under the Exclusive Call Option Agreement entered into among Liankang Consulting, our PRC Consolidated Affiliated Entities and Mr. Liu and Ms. Dong as the shareholders of Harbin Xiangge, the shareholders of Harbin Xiangge have unconditionally and irrevocably granted Liankang Consulting or its designated purchaser the right to purchase all or part of the school sponsor's interest and/or equity interest in our PRC Consolidated Affiliated Entities, as the case may be ("Equity Call Option"). The purchase price payable by Liankang Consulting in respect of the transfer of such school sponsor's interest or equity interest upon exercise of the Equity Call Option shall be the lowest price permitted under the PRC laws and regulations. Liankang Consulting or its designated purchaser shall have the right to purchase such proportion of the school sponsor's interest and/or equity interest in our PRC Consolidated Affiliated Entities as it decides at any time.

In the event that PRC laws and regulations allow Liankang Consulting or us to directly hold all or part of the equity interest in our PRC Consolidated Affiliated Entities and operate private education business in the PRC, Liankang Consulting shall issue the notice of exercise of the Equity Call Option as soon as practicable, and the percentage of school sponsor's interest and/or equity interest purchased upon exercise of the Equity Call Option shall not be lower than the maximum percentage then allowed to be held by Liankang Consulting or us under PRC laws and regulations.

(4) Equity Pledge Agreement

Pursuant to the Equity Pledge Agreement, each of Mr. Liu and Ms. Dong as the shareholders of Harbin Xiangge unconditionally and irrevocably pledged and granted first priority security interests over all of his/her equity interest in Harbin Xiangge together with all related rights thereto to Liankang Consulting as security for performance of the Structured Contracts and all direct, indirect or consequential damages and foreseeable loss of interest incurred by Liankang Consulting as a result of any event of default on the part of our PRC Consolidated Affiliated Entities or the shareholders of Harbin Xiangge (the amount of such loss shall be determined by Liankang Consulting at its absolute discretion to the extent permitted by the PRC law and its determination shall be binding on Mr. Liu and Ms. Dong) and all expenses incurred by Liankang Consulting as a result of enforcement of the obligations of our PRC Consolidated Affiliated Entities and the shareholders of Harbin Xiangge under the Structured Contracts (the "Secured Indebtedness"). Further, it is specified in the Equity Pledge Agreement that, the Secured Indebtedness registered with the PRC authority has a principal amount of RMB200 million and the pledges under the Equity Pledge Agreement shall commence from 26 March 2020 and expire on 5 February 2030 and if the contractual obligations are not fully satisfied or the Secured Indebtedness is not fully repaid by then, the pledgors shall make another registration for the pledges until the full satisfaction of the contractual obligations or repayment of the Secured Indebtedness.

According to the Equity Pledge Agreement, without the prior written consent of Liankang Consulting, the shareholders of Harbin Xiangge shall not transfer the equity interest or create further pledge or encumbrance over the pledged equity interest. Any unauthorized transfer shall be invalid, and the proceeds of any transfer of the equity interest shall be first used in the payment of the Secured Indebtedness or deposited to such third party as agreed to by Liankang Consulting. The shareholders of Harbin Xiangge also waived any pre-emptive rights upon enforcement and agreed to any transfer of the pledged equity pursuant to the Equity Pledge Agreement.

Supplemental Equity Pledge Agreement

On 5 April 2020, Liankang Consulting, Harbin Xiangge, Mr. Liu and Ms. Dong entered into the Supplemental Equity Pledge Agreement to confirm the understanding among the parties to the Equity Pledge Agreement. Pursuant to the Supplemental Equity Pledge Agreement, the parties agreed that, among others, (a) the previous equity pledge agreement had been terminated upon the date of execution of the Equity Pledge Agreement and (b) the scope of the Secured Indebtedness is reaffirmed, whilst the amount of the Secured Indebtedness registered with the PRC authority (set at RMB200 million) is for the purpose of registration only. For details of the previous equity pledge agreement, please refer to “Structured Contracts – Summary of the Material Terms of the Structured Contracts – (4) Equity Pledge Agreement – Equity Pledge Agreement (I)” of the Prospectus.

(5) Shareholders’ Rights Entrustment Agreement

Pursuant to the Shareholders’ Rights Entrustment Agreement, each of Mr. Liu and Ms. Dong has irrevocably, unconditionally and exclusively authorized and entrusted Liankang Consulting to exercise all of his/her respective rights as shareholders of Harbin Xiangge to the extent permitted by the PRC laws. These rights include, among others, (a) the right to attend shareholders’ meetings of Harbin Xiangge; (b) the right to sign all shareholders’ resolutions and other legal documents which the shareholders of Harbin Xiangge have authority to sign in its capacity as shareholders of Harbin Xiangge as the case may be; (c) the right to instruct the directors and legal representative of Harbin Xiangge, as the case may be, to act in accordance with the instruction of Liankang Consulting; (d) the right to handle the legal procedures of registration, approval and licensing of Harbin Xiangge, as the case may be, at the SAIC or other government regulatory departments; and (e) other shareholders’ rights pursuant to applicable PRC laws and regulations and the articles of association of Harbin Xiangge as amended from time to time.

In addition, each of the shareholders of Harbin Xiangge has irrevocably agreed that (i) Liankang Consulting may delegate its rights under the Shareholders’ Rights Entrustment Agreement to the directors of Liankang Consulting or its designated person, without prior notice to or approval by the shareholders of Harbin Xiangge; and (ii) any person as successor of civil rights of Liankang Consulting or liquidator by reason of subdivision, merger, liquidation of Liankang Consulting or other circumstances shall have authority to replace Liankang Consulting to exercise all rights under the Shareholders’ Rights Entrustment Agreement.

REPORT OF THE DIRECTORS

(6) Shareholders' Powers of Attorney

Pursuant to the Shareholders' Powers of Attorney executed by each of the shareholders of Harbin Xiangge in favor of Liankang Consulting, each of the shareholders of Harbin Xiangge authorised and appointed Liankang Consulting, as his or her agent to act on his or her behalf to exercise or delegate the exercise of all his or her rights as shareholders of the Harbin Xiangge. For details of the rights granted, see "(5) Shareholders' Rights Entrustment Agreement" section above.

Liankang Consulting shall have the right to further delegate the rights so delegated to its directors or other designated person. Each the shareholders of Harbin Xiangge irrevocably agreed that the authorisation appointment in the Shareholders' Powers of Attorney shall not be invalid, prejudiced or otherwise adversely affected by reason of his/her loss of or restriction on capacity, death or other similar events. The Shareholders' Powers of Attorney shall constitute a part and incorporate terms of the Shareholders' Rights Entrustment Agreement.

(7) School Sponsor's and Directors' Rights Entrustment Agreement

Pursuant to the School Sponsor's and Directors' Rights Entrustment Agreement entered into among Harbin Xiangge, the school directors of Heilongjiang College of Business and Technology nominated by Harbin Xiangge, Heilongjiang College of Business and Technology and Liankang Consulting, Harbin Xiangge, as the school sponsor of Heilongjiang College of Business and Technology, irrevocably, unconditionally and exclusively authorized and entrusted Liankang Consulting to exercise all his/her/its rights as the school sponsor of Heilongjiang College of Business and Technology to the extent permitted by the PRC laws. These rights include, but are not limited to: (a) the right to appoint and/or elect directors or council members of Heilongjiang College of Business and Technology; (b) the right to review the resolutions and records of the board of directors and financial statements and reports of Heilongjiang College of Business and Technology; (c) the right to obtain reasonable returns or distribution of profits (if any) as school sponsor Heilongjiang College of Business and Technology; (d) the right to acquire residue assets upon liquidation of Heilongjiang College of Business and Technology; (e) the right to transfer school sponsors' interest in accordance with the laws; (f) the right to elect Heilongjiang College of Business and Technology as a for-profit or not-for-profit school pursuant to the PRC law and regulations; (g) the right to exercise the voting rights as a school sponsor upon bankruptcy, liquidation, dissolution or termination of Heilongjiang College of Business and Technology; (h) the right to handle the legal procedures of registration, approval and licensing of Heilongjiang College of Business and Technology; and (i) other school sponsor's rights pursuant to applicable PRC laws and regulations and the articles of association of each school as amended from time to time.

REPORT OF THE DIRECTORS

Pursuant to the School Sponsor's and Directors' Rights Entrustment Agreement, each director of Heilongjiang College of Business and Technology as nominated by Harbin Xiangge (the "Appointees") has irrevocably, unconditionally and exclusively, authorised and entrusted Liankang Consulting to exercise all his/her rights as directors of Heilongjiang College of Business and Technology and to the extent permitted by PRC laws. These rights include, but are not limited to: (a) the right to attend meetings of the board of directors of Heilongjiang College of Business and Technology as representatives appointed by Harbin Xiangge; (b) the right to exercise voting rights in respect of all matters discussed and resolved at the board meeting of Heilongjiang College of Business and Technology; (c) the right to sign all board minutes, board resolutions and other legal documents which the directors appointed by Harbin Xiangge have authority to sign in his/her capacity as directors of Heilongjiang College of Business and Technology; (d) the right to instruct the legal representative and financial and business responsible persons of Heilongjiang College of Business and Technology to act in accordance with the instruction of Liankang Consulting; (e) the right to exercise all other rights and voting rights of directors as prescribed under the articles of association of Heilongjiang College of Business and Technology; (f) the right to handle the legal procedures of registration, approval and licensing of Heilongjiang College of Business and Technology; and (g) other directors' rights pursuant to applicable PRC laws and regulations and the articles of association of Heilongjiang College of Business and Technology as amended from time to time.

In addition, each of Harbin Xiangge and the Appointees has irrevocably agreed that (i) Liankang Consulting may delegate its rights under the School Sponsor's and Directors' Rights Entrustment Agreement to the directors of Liankang Consulting or its designated person, without prior notice to or approval by Harbin Xiangge and the Appointees; and (ii) any person as successor of civil rights of Liankang Consulting or liquidator by reason of subdivision, merger, liquidation of Liankang Consulting or other circumstances shall have authority to replace Liankang Consulting to exercise all rights under the School Sponsor's and Directors' Rights Entrustment Agreement.

(8) School Sponsor's Powers of Attorney

Pursuant to the School Sponsor's Powers of Attorney executed by Harbin Xiangge in favour of Liankang Consulting, Harbin Xiangge authorized and appointed Liankang Consulting as its agent to act on its behalf to exercise or delegate the exercise of all its rights as school sponsor of Heilongjiang College of Business and Technology. For details of the rights granted, see "(7) School Sponsor's and Directors' Rights Entrustment Agreement" section above.

Liankang Consulting shall have the right to further delegate the rights so delegated to the directors of Liankang Consulting or other designated person. Harbin Xiangge irrevocably agreed that the authorisation appointment in the School Sponsor's Powers of Attorney shall not be invalid, prejudiced or otherwise adversely affected by reason of the subdivision, merger, winding up, consolidation, liquidation or other similar events of Harbin Xiangge. The School Sponsor's Powers of Attorney shall constitute part and incorporate terms of the School Sponsor's and Directors' Rights Entrustment Agreement.

REPORT OF THE DIRECTORS

(9) Directors' Powers of Attorney

Pursuant to the Directors' Powers of Attorney executed by each of the Appointees in favor of Liankang Consulting, each of the Appointees authorized and appointed Liankang Consulting as his/her agent to act on his/her behalf to exercise or delegate the exercise of all of his/her rights as directors of Heilongjiang College of Business and Technology. For details of the rights granted, see "(7) School Sponsor's and Directors' Rights Entrustment Agreement" section above.

Liankang Consulting shall have the right to further delegate the rights so delegated to the directors of Liankang Consulting or other designated person. Each of the Appointees irrevocably agreed that the authorisation appointment in the Directors' Powers of Attorney shall not be invalid, prejudiced or otherwise adversely affected by reason of his/her loss of or restriction on capacity, death or other similar events. The Directors' Powers of Attorney shall constitute part and incorporate terms of the School Sponsor's and Directors' Rights Entrustment Agreement.

(10) Loan Agreement

Pursuant to the Loan Agreement entered into among Liankang Consulting, Harbin Xiangge and Heilongjiang College of Business and Technology, Liankang Consulting agreed to provide interest-free loans to Harbin Xiangge in accordance with the PRC laws and regulations and Harbin Xiangge agreed to utilize the proceeds of such loans to contribute as capital of Heilongjiang College of Business and Technology in its capacity as school sponsor thereof in accordance with our instructions. Both parties agree that all such capital contribution will be directly settled by Liankang Consulting on behalf of Harbin Xiangge if permitted in practice.

C. *Business activities of the PRC Consolidated Affiliated Entities and their significant and financial contributions to the Group*

The business activities of the PRC Consolidated Affiliated Entities of the Group, namely Harbin Xiangge and Heilongjiang College of Business and Technology, Tianjin Quanren, Junhua Secondary Vocational School are primarily to offer higher educational services to our students.

The Group obtains control over and derives the economic benefits from the PRC Consolidated Affiliated Entities pursuant to the Structured Contracts. The table below sets out the financial contribution of the PRC Consolidated Affiliated Entities to the Group, in terms of revenue, net profit and total assets for the year ended/as at 31 August 2025 of the PRC Consolidated Affiliated Entities consolidated into the Group's financial statements pursuant to the Structured Contracts:

	Revenue (RMB'000)	% of the Group's revenue	Net loss (RMB'000)	% of the Group's net loss	Total assets (RMB'000)	% of the Group's total assets
PRC Consolidated Affiliated Entities	<u>345,039</u>	<u>100.0</u>	<u>69,828</u>	<u>94.5</u>	<u>2,636,637</u>	<u>99.9</u>

Latest Regulatory Development

On 14 May 2021, the State Council published the 2021 Implementation Regulations, which became effective from 1 September 2021. The 2021 Implementation Regulations introduced significant changes to certain provisions of the 2004 Implementation Regulations and contain provisions governing the operation and management of private schools, which primarily include: (i) a private school may enjoy the preferential tax policies stipulated by the State and a non-profit private school may enjoy the same tax policies as a public school; and (ii) the local people's governments shall grant preferential treatments in terms of land use by means of allocation in accordance with the principle of treating non-profit private schools equally as public schools, and for schools that provide education for academic credentials, may provide lands by means of bid invitation, auction or listing, assigning contracts, long-term lease or combination of sale as well as rental and may permit payment in instalments.

The 2021 Implementation Regulations stipulates further provisions of the operation and management of private schools, such as Heilongjiang College of Business and Technology. Among other things, (i) a non-profit private school shall use the accounts filed with the competent authorities for charging fees and financial transactions, and a for-profit private school shall deposit the income into a specific settlement account of its own; (ii) at the end of each financial year, a for-profit private school shall set aside a portion of not less than 10% of its audited annual net income, and a non-profit private school from its audited annual net increase in assets, as the development fund, which is to be used for the development of the school; (iii) private schools that provide compulsory education are not allowed to enter into transactions with their interested parties, and other private schools shall conduct transactions with their interested parties in a manner that is open, justified and fair, shall be reasonably priced, shall establish standardized decision-making for such transactions and shall not harm the interests of the State, schools, teachers and students. Private schools shall set up an information disclosure mechanism for dealing with their interested parties. The relevant governmental authorities, such as the education departments, the human resources and social security departments and the financial departments, shall strengthen the supervision of the agreements entered into between non-profit private schools and their interested parties, and shall review the connected transactions annually; (iv) the registered capital of a private school shall be paid in full when it is formally established and shall be compatible with the type, level and scale of the school; (v) any social organizations or individuals shall not control compulsory education private schools or non-profit private schools that implement preschool education through mergers or "structured contracts"; and (vi) for any change of school sponsor of a private school, an alteration agreement shall be entered into but shall not involve the legal property of the school, nor shall it affect the development of the school, or damage the rights and interests of teachers and students; the existing school sponsor may, in accordance with its lawful rights and interests, enter into agreements with the successional school sponsor to stipulate the income from the alteration.

With respect to requirement (iii) above, our contractual arrangements as disclosed under the heading of "Structured Contracts" in the Prospectus and the 2022 Annual Report may be regarded as connected transactions of Heilongjiang College of Business and Technology and we may incur substantial compliance costs for establishing disclosure mechanisms and undergoing reviewing by the relevant government authorities. Such process may not be in our control and may be highly complicated and burdensome and may divert management attention. Government authorities may, during their review process, compel us to make modifications to our contractual arrangements for whatever reason, which may in turn adversely affect the operation of our contractual arrangements. Government authorities may find that one or more agreements underlying our contractual arrangements do not comply with applicable PRC laws and regulations and may subject us to severe penalties, resulting in material adverse impact on our operation and financial condition.

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Uncertainties remain with respect to the interpretation of the 2021 Implementation Regulations and we cannot assure you that the implementation of the 2021 Implementation Regulations by the competent authorities will not deviate from our current understanding or interpretation of it.

Furthermore, we are unable to predict with certainty the impact, if any, that future legislation or regulations relating to the implementation of the laws promoting private education in the PRC will have on our business, financial condition and results of operations. As at the date of this report, we had not been notified of or been subject to any material fines or other penalties under any PRC laws or regulations in respect of the Group's existing corporate structure, including the use of its contractual arrangements. If the Group's existing corporate structure or our contractual arrangements are deemed to violate any rules, laws or regulations, we may be required to terminate or amend our contractual arrangements, our license to operate private schools may be revoked, cancelled or not renewed and we may be exposed to other penalties as determined by the relevant government authorities. We may also be restricted from further expanding Heilongjiang College of Business and Technology or education network. If such situations occur, its business, financial condition and prospects would be materially and adversely affected.

As at the date of this annual report, our Directors considered that the potential impact of the 2021 Implementation Regulations on us includes the following:

- (i) the Group's future acquisition may be subject to more stringent regulations. According to Clause 13 of the 2021 Implementation Regulations, any social organizations or individuals shall not control compulsory education private schools or non-profit private schools which offer preschool education through mergers or contractual arrangements. Therefore, the Group cannot assure you that such requirements will be always fulfilled successfully or in a timely manner or at all, which may bring more uncertainty to its expansion plan. Furthermore, the Group may not be able to acquire compulsory education private schools or non-profit private schools which offer preschool education held by others using methods such as mergers or contractual arrangements;
- (ii) according to the 2021 Implementation Regulations, private schools that provide compulsory education are not allowed to enter into transactions with interested parties, while other private schools shall conduct transactions with their interested parties in a manner that is open, justified and fair, conducted at reasonable pricing, and subject to standardized decision-making established for such transactions and not harmful to the interests of the State, schools, teachers and students. Private schools shall set up an information disclosure mechanism for dealing with their interested parties. The relevant governmental authorities, such as the education departments, the human resources and social security departments and the financial departments, shall strengthen supervision over agreements signed between nonprofit private schools and their interested parties, and shall review connected transactions annually; and
- (iii) there are uncertainties regarding the interpretation and implementation of the 2016 Decision and the relevant regulations by government authorities, including the 2021 Implementation Regulations.

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We may incur substantial compliance costs for establishing disclosure mechanisms and undergoing review and audit by the relevant government authorities. Such process may not be in its control and may be highly complicated and burdensome. Government authorities may, during their review and audit process, compel us to make modifications to our contractual arrangements, or may find that one or more agreements underlying our contractual arrangements do not comply with applicable PRC laws and regulations and may subject us to administrative penalties. Pursuant to the Implementing Rules on Classification Registration of Private Schools, the rules for changing the registration type of private schools are to be formulated by the relevant provincial government in accordance with the relevant national legislation according to local conditions.

PRC Laws and Regulations relating to Foreign Ownership in the Education Industry

Higher Education

According to the Negative List, higher education is restricted for foreign investors, and foreign investors are only allowed to invest in higher education through cooperation with a domestic party who shall play a dominant role in the Sino-foreign cooperation, meaning that (a) the principal or other chief executive officer of the schools shall be a PRC national; and (b) the representatives of the domestic party shall account for no less than half of the total members of the board of directors, the executive council or the joint administration committee of the Sino-foreign cooperative educational institution (the “Foreign Control Restriction”). As confirmed by our PRC legal advisor, we have fully complied with the Foreign Control Restriction in respect of Heilongjiang College of Business and Technology on the basis that (a) its principal is a PRC national; and (b) all the members of its board of directors are PRC nationals.

Sino-Foreign Cooperation

In relation to the interpretation of Sino-foreign cooperation, pursuant to the Implementing Rules for the Sino-Foreign Regulation (《中華人民共和國中外合作辦學條例實施辦法》), if we were to apply for Heilongjiang College of Business and Technology to be reorganized as a Sino-foreign joint venture private school for PRC students at higher education institutions (a “Sino-Foreign Joint Venture Private School”), the foreign investor in the Sino-Foreign Joint Venture Private School must be a foreign educational institution with relevant qualification and that provides high quality education (the “Qualification Requirement”). Furthermore, pursuant to the Implementation Opinions of the MOE on Encouraging and Guiding the Entry of Private Capital in the Fields of Education and Promoting the Healthy Development of Private Education, the foreign portion of the total investment in a Sino-Foreign Joint Venture Private School should be below 50%. Our PRC legal advisor has advised that there are no implementing measures or specific guidance on the Qualification Requirement in accordance with the existing PRC laws and regulations but only general principles requiring school sponsor which applies for establishing a Sino-Foreign Joint Venture Private School shall have relevant qualification and be able to provide high quality education services.

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Compliance with the Foreign Investment Law

On 1 January 2020, the Foreign Investment Law passed by the second session of the thirteenth National People's Congress took effect. The Foreign Investment Law has replaced the Law of the People's Republic of China on Chinese-Foreign Equity Joint Ventures (《中華人民共和國中外合資經營企業法》), the Law of the People's Republic of China on Chinese-Foreign Contractual Joint Ventures (《中華人民共和國中外合作經營企業法》) and the Law of the People's Republic of China on Wholly Foreign-Owned Enterprises (《中華人民共和國外資企業法》) to become the legal foundation for foreign investment in the PRC. The Implementation Regulations for the Foreign Investment Law of the People's Republic of China (《中華人民共和國外商投資法實施條例》) (the "Implementation Regulations for the Foreign Investment Law") was passed by the 74th Executive Session of the State Council on 12 December 2019 and was implemented with effect from 1 January 2020.

Conducting operations through structured contracts has been adopted by many PRC-based companies, including us, to obtain and maintain necessary licenses and permits in the industries that are currently subject to foreign investment restrictions or prohibitions in the PRC. The Foreign Investment Law does not explicitly stipulate the structured contracts as a form of foreign investment. As advised by our PRC Legal Advisors, since structured contracts are not specified as foreign investment under the Foreign Investment Law, and if the future PRC laws, regulations and rules do not incorporate or recognize structured contracts as a form of foreign investment, our Structured Contracts as a whole and each of the agreements comprising the Structured Contracts will not be affected and will continue to be legal, valid and binding on the parties.

For the details of risks relating to the Foreign Investment Law, see "Risk Factors – Risks relating to our Structured Contracts – Significant uncertainties exist in relation to the interpretation and implementation of the Foreign Investment Law and how it may impact the viability or sustainability of our current corporate structure, corporate governance and business operations" in the Prospectus.

If the operation of higher education institutions is no longer in the Negative List and the Group can legally operate the education business under PRC Laws, Liankang Consulting will exercise the Equity Call Option under the Exclusive Call Option Agreement to acquire the school sponsor's interest of Heilongjiang College of Business and Technology and/or the equity interest in Harbin Xiangge and unwind the Structured Contracts subject to re-approval by the relevant authorities.

If the operation of higher education is in the Negative List, the Structured Contracts may be viewed as restricted foreign investment. Although structured contracts currently are not specified as foreign investment under the Foreign Investment Law, the Structured Contracts may be regarded as invalid and illegal if the future laws, administrative regulations or provisions prescribed by the State Council define structured contracts as a form of foreign investment while the operation of higher education is still in the Negative List. As a result, the Group would not be able to operate our PRC Consolidated Affiliated Entities through the Structured Contracts and we would lose our rights to receive the economic benefits of our PRC Consolidated Affiliated Entities. As a result, the financial results of our PRC Consolidated Affiliated Entities would no longer be consolidated into the Group's financial results and we would have to derecognize their assets and liabilities according to the relevant accounting standards. An investment loss would be recognized as a result of such derecognition.

Nevertheless, considering that a number of existing conglomerates are operating under structured contracts and some of which have obtained listing status abroad, our Directors are of the view that it is unlikely that the relevant regulations will take retrospective effect to require the relevant enterprises to remove the structured contracts.

Risks associated with the Structured Contracts

For risks associated with the Structured Contracts, please see the section headed “Risk Factors – Risks Relating to our Structured Contracts” in the Prospectus for details.

Material change in relation to the Structured Contracts

During the year ended 31 August 2025, there is no material change in the Structured Contracts and/or the circumstances under which they were adopted.

Unwinding the Structured Contracts

As at the date of this annual report, there has not been any unwinding of any Structured Contracts, nor has there been any failure to unwind any Structured Contracts when the restrictions that led to the adoption of the Structured Contracts are removed. For more details, please refer to the section headed “Structured Contracts – Termination of the Structured Contracts” of the Prospectus. In the event that the PRC regulatory environment changes and all of the Qualification Requirement, the Foreign Ownership Restriction and the Foreign Control Restriction are removed (and assuming there are no other changes in the relevant PRC laws and regulations), Liankang Consulting will exercise the Equity Call Option in full to hold all of the interest in our PRC Consolidated Affiliated Entities and unwind the Structured Contracts accordingly as permitted by the applicable PRC laws and regulations at the relevant time.

Waiver from the Stock Exchange

The Stock Exchange has granted a waiver to the Company from strict compliance with the connected transactions requirements under Chapter 14A of the Listing Rules in respect of the Structured Contracts. For details, please refer to the section “Connected Transactions – Continuing Connected Transactions” in the Prospectus.

COMPLIANCE WITH THE CONTRACTUAL ARRANGEMENTS

The Group has adopted the following measures to ensure the effective operation of the Group with the implementation of the Structured Contracts and our compliance with the Structured Contracts:

- (a) major issues arising from the implementation and compliance with the Structured Contracts or any regulatory enquiries from government authorities will be submitted to our Board, if necessary, for review and discussion on an occurrence basis;
- (b) our Board will review the overall performance of and compliance with the Structured Contracts at least once a year;
- (c) our Company will disclose the overall performance and compliance with the Structured Contracts in its annual reports and interim reports to update the Shareholders and potential investors;

REPORT OF THE DIRECTORS

- (d) our Company and our Directors undertake to provide periodic updates in our annual and interim reports regarding the Qualification Requirement and our status of compliance with the foreign investment law and its accompanying explanatory notes as stipulated under the section headed “Structured Contracts – Background of the Structured Contracts” and the latest development of the foreign investment law and its accompanying explanatory notes as disclosed under the section headed “Structured Contracts – Development in the PRC Legislation on Foreign Investment” of the Prospectus, including the latest relevant regulatory development as well as our plan and progress in acquiring the relevant experience to meet the Qualification Requirement; and
- (e) our Company will engage external legal advisors or other professional advisors, if necessary, to assist the Board to review the implementation of the Structured Contracts, review the legal compliance of Liankang Consulting and our PRC Consolidated Affiliated Entities to deal with specific issues or matters arising from the Structured Contracts.

In addition, notwithstanding that our executive Directors, Mr. Liu and Ms. Dong are also the shareholders of Harbin Xiangge, we believe that our Directors are able to perform their roles in the Group independently and the Group is capable of managing its business independently after the Listing under the following measures:

- (a) the decision-making mechanism of the Board as set out in the Articles of Association includes provisions to avoid conflict of interest by providing, amongst other things, that in the event of conflict of interest in such contract or arrangement which is material, a Director shall declare the nature of his or her interest at the earliest meeting of the Board at which it is practicable for him or her to do so, and if he or she is to be regarded as having material interest in any contracts or arrangements, such Director shall abstain from voting and not be counted in the quorum;
- (b) each of our Directors is aware of his fiduciary duties as a Director which requires, amongst other things, that he acts for the benefits and in the best interests of the Group;
- (c) we have appointed three independent non-executive Directors, comprising over one-third of our Board, to provide a balance of the number of interested and independent Directors with a view to promoting the interests of our Company and our Shareholders as a whole; and
- (d) we will disclose in our announcements, circulars, annual and interim reports in accordance with the requirements under the Listing Rules regarding decisions on matters reviewed by our Board (including independent non-executive Directors) relating to any business or interest of each Director and his associates that competes or may compete with the business of the Group and any other conflicts of interest which any such person has or may have with the Group.

Confirmation from Independent Non-executive Directors

Our independent non-executive Directors have reviewed the Structured Contracts and transactions conducted pursuant thereto (collectively, the “Continuing Connected Transactions”) and confirmed that during the year ended 31 August 2025:

- (i) the Continuing Connected Transactions have been entered into in the ordinary and usual course of business of the Group;
- (ii) the Continuing Connected Transactions are on normal commercial terms or better;

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- (iii) the Continuing Connected Transactions have been entered into in accordance with relevant agreements governing them on terms that are fair and reasonable and in the interests of the Shareholders as a whole; and
- (iv) no dividends or other distributions have been made by our PRC Consolidated Affiliated Entities to the holders of equity or school sponsor's interest which are not otherwise subsequently assigned or transferred to the Group.

Confirmation of the Auditor

The Company's auditor has carried out procedures on the transactions on the continuing connected transactions entered into by the Group for the year ended 31 August 2025, and has provided a letter to the Directors with a copy to the Stock Exchange, confirming that in respect of the continuing connected transactions disclosed in this annual report:

- a. nothing has come to their attention that causes them to believe that the disclosed continuing connected transactions have not been approved by the Board;
- b. for transactions involving the provision of goods or services by the Group, nothing has come to their attention that causes them to believe that the transactions were not, in all material respects, in accordance with the pricing policies of the Group;
- c. nothing has come to their attention that causes them to believe that the transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and
- d. with respect to the transactions carried out pursuant to the Structured Contracts, nothing has come to their attention that causes them to believe that dividends or other distributions have been made by the PRC Consolidated Affiliated Entities to the Controlling Shareholders which are not otherwise subsequently assigned or transferred to the Group.

CONNECTED TRANSACTIONS

During the year ended 31 August 2025, save as disclosed in the section headed "Non-exempt Continuing Connected Transactions" above in this report, the Group had not entered into any connected transaction or continuing connected transaction which should be disclosed pursuant to the requirements of Rule 14A.71 of the Listing Rules. The Company has complied with the disclosure requirements set out in Chapter 14A of the Listing Rules.

RELATED PARTY TRANSACTIONS

Details of the related party transactions of the Group for the year ended 31 August 2025 are set out in note 31 to the notes to financial statements contained herein. Certain transactions as set out therein were connected transactions exempt from the connected transaction requirements under Rule 14A.76(1), 14A.95 or 14A.90 of the Listing Rules (as the case may be).

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CONTINUING DISCLOSURE OBLIGATIONS PURSUANT TO THE LISTING RULES

Save as disclosed in this annual report, the Company does not have any other disclosure obligations under Rules 13.20, 13.21 and 13.22 of the Listing Rules.

SHARE OPTION SCHEME

The following is a summary of principal terms of the Share Option Scheme conditionally approved by a resolution of the then shareholder of our Company passed on 22 July 2020 and adopted by a resolution of the Board on 22 July 2020 (the “Adoption Date”). The terms of the Share Option Scheme are in compliance with the provisions of Chapter 17 of the Listing Rules.

1. Purpose

The purpose of the Share Option Scheme is to give the Eligible Persons (as defined in the Prospectus) an opportunity to have a personal stake in our Company and help motivate them to optimize their future contributions to the Group and/or to reward them for their past contributions, to attract and retain or otherwise maintain on-going relationships with such Eligible Persons who are significant to and/or whose contributions are or will be beneficial to the performance, growth or success of the Group, and additionally in the case of Executives (as defined in the Prospectus), to enable the Group to attract and retain individuals with experience and ability and/or to reward them for their past contributions.

2. Who may join

The Board may, at its absolute discretion, offer options (“Options”) to subscribe for such number of Shares in accordance with the terms set out in the Share Option Scheme to the Eligible Persons.

3. Maximum number of Shares

Subject to the terms of the Share Option Scheme, the maximum number of Shares which may be issued upon exercise of all options to be granted under the Share Option Scheme and any other schemes of the Group shall not in aggregate exceed 10% of the Shares in issue as at the Listing Date (such 10% limit representing 66,666,700 Shares).

The total number of Shares available for grant under the Share Option Scheme was 66,666,700 Shares at 1 September 2024 and 31 August 2025. There is no service provider sublimit under the Share Option Scheme. The total number of Shares available for issue under the Share Option Scheme was 66,666,700 Shares, representing approximately 10% of the issued Shares as at the date of this annual report.

4. Maximum entitlement of each participant

No Option may be granted to any one person such that the total number of Shares issued and to be issued upon exercise of Options granted and to be granted to that person in any 12-month period exceeds 1% of the Company's issued share capital from time to time. Where any further grant of Options to such an Eligible Person would result in our Shares issued and to be issued upon exercise of all Options granted and to be granted to such Eligible Person (including exercised, cancelled and outstanding Options) in the 12-month period up to and including the date of such further grant representing in aggregate over 1% of our Shares in issue, such further grant shall be separately approved by our Shareholders in general meeting with such Eligible Person and his close associates (or his associates if such Eligible Person is a connected person) abstaining from voting.

5. Offer and grant of Options

Subject to the terms of the Share Option Scheme, the Board shall be entitled at any time within 10 years from the Adoption Date to offer the grant of an Option to any Eligible Person as the Board may in its absolute discretion select to subscribe at the subscription price for such number of Shares as the Board may (subject to the terms of the Share Option Scheme) determine (provided the same shall be a board lot for dealing in the Shares on the Stock Exchange or an integral multiple thereof).

6. Granting Options to connected persons

Subject to the terms in the Share Option Scheme, only insofar as and for so long as the Listing Rules require, where any offer of an Option is proposed to be made to a director, chief executive or a substantial shareholder (as defined in the Listing Rules) of our Company or any of their respective associates, such offer must first be approved by the independent non-executive Directors (excluding the independent non-executive Director who or whose associates is the grantee of an Option).

7. Minimum holding period, vesting and performance target

Subject to the provisions of the Listing Rules, the Board may impose any conditions, restrictions or limitations when offering the grant of an Option, including qualifying and/or continuing eligibility criteria, conditions, restrictions or limitations relating to the achievement of performance, operating or financial targets by our Company and/or the grantee, the satisfactory performance or maintenance by the grantee of certain conditions or obligations or the time or period before the right to exercise the Option in respect of any of the Shares shall vest provided that such terms or conditions shall not be inconsistent with any other terms or conditions of the Share Option Scheme. Subject to such terms and conditions as the Board may determine as aforesaid (including such terms and conditions in relation to their vesting, exercise or otherwise) there is no minimum period for which an Option must be held before it can be exercised and no performance target which need to be achieved by the grantee before the Option can be exercised.

8. Amount payable for Options and offer period

An offer of the grant of an Option shall remain open for acceptance by the Eligible Person concerned for a period of 28 days from the offer date. Participants of the Share Option Scheme are required to pay the Company HK\$1.00 upon acceptance of the grant on or before 28 days after the offer date.

9. Subscription price

The subscription price shall be such price as the Board may determine at the time of grant of the relevant Option but the subscription price shall not be less than whichever is the highest of:

- (a) the nominal value of a Share;
- (b) the closing price of a Share as stated in the Stock Exchange's daily quotations sheet on the offer date; and
- (c) the average closing price of a Share as stated in the Stock Exchange's daily quotations sheets for the 5 Business Days (as defined in the Listing Rules) immediately preceding the offer date.

10. Life of Share Option Scheme

Subject to the terms of this Share Option Scheme, the Scheme shall be valid and effective for a period of 10 years from the date on which it becomes unconditional, after which no further options will be granted or offered but the provisions of the Share Option Scheme shall remain in force and effect in all other respects. All Options granted prior to such expiry and not then exercised shall continue to be valid and exercisable subject to and in accordance with the Share Option Scheme. The remaining life of the Share Option Scheme is approximately four years and seven months.

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Since the Adoption Date, no option under the Share Option Scheme has been granted.

The total number of Shares issued and to be issued upon exercise of Options granted and to be granted to any one person in any 12-month period shall not exceed 1% of our Company's issued share capital from time to time. The subscription price for Shares under the Share Option Scheme shall be a price in the Board absolute discretion determine at the time of grant of the relevant Option, but shall not be less than whichever is the highest of (i) the nominal value of a Share; (ii) the closing price of a Share as stated in the Stock Exchange's daily quotations sheet on the offer date; and (iii) the average closing price of a Share as stated in the Stock Exchange's daily quotations sheets for the 5 Business Days (as defined in the Listing Rules) immediately preceding the offer date.

The number of Shares that may be issued in respect of options and awards granted under all schemes of the Company during the year ended 31 August 2025 divided by weighted average number of Shares in issue for the year ended 31 August 2025 is nil.

INTERESTS OF DIRECTORS AND CHIEF EXECUTIVE IN SHARES

As at 31 August 2025, the interests and short positions of Directors and the chief executive of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporation (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the laws of Hong Kong) (the "SFO")) as recorded in the register required to be kept under section 352 of the SFO, or as notified the Company and the Stock Exchange pursuant to the Model Code, are as follows:

(i) Directors and chief executives' interests in the Company

Name of Director	Capacity/Nature of interest	Number of Shares interested ⁽¹⁾	Approximate percentage of shareholding ⁽¹⁾
Mr. Liu Laixiang ⁽²⁾⁽³⁾	Interest in controlled corporation and interest of spouse	496,674,000(L)	74.5%(L)
Ms. Dong Ling ⁽⁴⁾⁽⁵⁾	Interest in controlled corporation and interest of spouse	496,674,000(L)	74.5%(L)

Notes:

- (1) The letter "L" denotes the person's long position in the Shares.
- (2) Junhua Education is 100% owned by Mr. Liu and he is therefore deemed to be interested in all the Shares held by Junhua Education.
- (3) Mr. Liu is the spouse of Ms. Dong and he is therefore deemed to be interested in the Shares held by Ms. Dong.
- (4) Shuren Education is 100% owned by Ms. Dong and she is therefore deemed to be interested in all the Shares held by Shuren Education.
- (5) Ms. Dong is the spouse of Mr. Liu and she is therefore deemed to be interested in the Shares held by Mr. Liu.

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(ii) Directors and chief executives' interests in associated corporation of the Company

Name of Director	Name of associated cooperation	Capacity/Nature of interest	Amount of registered capital	Percentage of shareholding ⁽¹⁾
Mr. Liu Laixiang ⁽²⁾	Harbin Xiangge Enterprise Management Ltd.* (哈爾濱祥閣企業管理有限公司)	Beneficial owner/interest of spouse	RMB40,000,000	100% (L)
Ms. Dong Ling ⁽³⁾	Harbin Xiangge Enterprise Management Ltd.* (哈爾濱祥閣企業管理有限公司)	Beneficial owner/interest of spouse	RMB40,000,000	100% (L)
Mr. Liu Laixiang ⁽⁴⁾	Heilongjiang College of Business and Technology	Interest in a controlled corporation/ interest of spouse	RMB183,000,000	100% (L)
Ms. Dong Ling ⁽⁵⁾	Heilongjiang College of Business and Technology	Interest in a controlled corporation/ interest of spouse	RMB183,000,000	100% (L)

Notes:

- (1) The letter "L" denotes the person's long position in the relevant shares/securities.
- (2) Mr. Liu is the beneficial owner of 40% of equity interest in Harbin Xiangge; his spouse, Ms. Dong is the beneficial owner of the remaining 60% of equity interest. Mr. Liu is deemed to be interest in all the equity interest held by Ms. Dong in Harbin Xiangge.
- (3) Ms. Dong is the beneficial owner of 60% of equity interest in Harbin Xiangge; her spouse, Mr. Liu is the beneficial owner of the remaining 40% of equity interest. Ms. Dong is deemed to be interest in all the equity interest held by Mr. Liu in Harbin Xiangge.
- (4) Harbin Xiangge is the sole school sponsor and holding all equity interest of Heilongjiang College of Business and Technology. Harbin Xiangge is 40% owned by Mr. Liu and thus he is deemed to be interested in all the shares held by Harbin Xiangge in Heilongjiang College of Business and Technology; at the same time, he is the spouse of Ms. Dong and he is therefore deemed to be interested in the shares held by Ms. Dong through Harbin Xiangge under the SFO.
- (5) Harbin Xiangge is the sole school sponsor and holding all equity interest of Heilongjiang College of Business and Technology. Harbin Xiangge is 60% owned by Ms. Dong and thus she is deemed to be interested in all the shares held by Harbin Xiangge in Heilongjiang College of Business and Technology; at the same time, she is the spouse of Mr. Liu and she is therefore deemed to be interested in the shares held by Mr. Liu through Harbin Xiangge under the SFO.

Save as disclosed above and to the best knowledge of the Directors, as at 31 August 2025, none of the Directors or the chief executive of the Company has any interests and/or short positions in the Shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they are taken or deemed to have under such provisions of the SFO) or which were required, pursuant to section 352 of the SFO, to be entered in the register referred to therein or which were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange.

REPORT OF THE DIRECTORS

SUBSTANTIAL SHAREHOLDERS' INTEREST IN THE COMPANY

So far as is known to any Director or chief executive of the Company, as at 31 August 2025, the following corporations/persons (other than Directors or the chief executive of the Company) had interests of 5% or more in the issued shares of the Company according to the register of interests required to be kept by the Company under section 336 of the SFO:

Name	Capacity/Nature of interest	Number of Shares interested ⁽¹⁾	Approximate Percentage of shareholding ⁽¹⁾
Junhua Education Limited ⁽²⁾⁽³⁾	Beneficial owner	196,674,000 ⁽⁶⁾	29.5%
Shuren Education Limited ⁽⁴⁾⁽⁵⁾	Beneficial owner	300,000,000 ⁽⁶⁾	45.0%

Notes:

- (1) The letter "L" denotes the person's long position in the Shares.
- (2) Junhua Education is 100% owned by Mr. Liu and he is therefore deemed to be interested in all the shares of the Company held by Junhua Education under the SFO.
- (3) Mr. Liu is the spouse of Ms. Dong. Mr. Liu is deemed to be interested in all the shares of the Company in which Ms. Dong is interested under the SFO.
- (4) Shuren Education is 100% owned by Ms. Dong and she is therefore deemed to be interested in all the shares of the Company held by Shuren Education under the SFO.
- (5) Ms. Dong is the spouse of Mr. Liu. Ms. Dong is deemed to be interested in all the shares of the Company in which Mr. Liu is interested under the SFO.
- (6) On 9 May 2025, each of Junhua Education Limited and Shuren Education Limited entered into a share pledge agreement with Harbin Branch of Industrial Bank Co., Ltd. (the "Lender") respectively, pursuant to which Junhua Education Limited and Shuren Education Limited agreed to pledge 196,674,000 ordinary shares and 300,000,000 ordinary shares of the Company held by them respectively in favour of the Lender as security for a loan facility of RMB350,000,000 to Heilongjiang College of Business and Technology (黑龍江工商學院), a consolidated affiliated entity of the Company.

Save as disclosed above and to the best knowledge of the Directors, as at 31 August 2025, no person (other than the Directors or chief executives of the Company) had registered an interest or a short position in the Shares or underlying shares of the Company as recorded in the register required to be kept by the Company under section 336 of the SFO.

Directors' Right to Acquire Shares or Debentures

Save as disclosed in this annual report, at no time during the Reporting Period was the Company or any of its subsidiaries a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of Shares in, or debentures of, the Company or any other body corporate, and none of the Directors or any of their respective spouses or children under the age of 18 were granted any right to subscribe for the share capital or debt securities of the Company or any other body corporate or had exercised any such right.

REPORT OF THE DIRECTORS

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

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities during the year ended 31 August 2025.

There have been no option, convertible securities or similar rights or arrangements, issued or granted by the Group during the year ended 31 August 2025 and as at the date of this annual report.

MAJOR CUSTOMER AND SUPPLIERS

Our customers primarily consist of our students from our continuing operations. We did not have any single customer who accounted for more than 5% of our revenue for the year ended 31 August 2025. Revenue from the 5 largest customers combined is less than 30%.

Our suppliers primarily consist of construction project contractors, heating service providers, teaching equipment suppliers and booksellers. During the year ended 31 August 2025, the Group's largest suppliers accounted for 22.1% of the Group's total purchase. The Group's five largest suppliers accounted for 50.7% of the Group's total purchase.

None of our Directors, their respective close associates, or any Shareholder who, to the knowledge of our Directors, owns more than 5% of our issued capital, had any beneficial interest in the Group's five largest suppliers.

TAX RELIEF AND EXEMPTION OF HOLDERS OF LISTED SECURITIES

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

The remuneration committee was set up for reviewing the Group's remuneration policy and structure for all remuneration of the Directors and senior management of the Group, taking into account the Group's operating results, individual performance of the Directors and senior management and comparable market practices.

SUFFICIENCY OF PUBLIC FLOAT

As at the date of this report, based on the information that is publicly available to the Group and to the best knowledge of the Directors, the Group maintained sufficient public float as the public Shareholders held not less than 25% of the issued share capital of the Company as required by the Listing Rules.

REPORT OF THE DIRECTORS

PERMITTED INDEMNITY PROVISIONS

Pursuant to article 164(1) of the Articles of Association, the Directors shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them, their or any of their heirs, executors or administrators, shall or may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty, or supposed duty, in their respective offices or trusts; and none of them shall be answerable for the acts, receipts, neglects or defaults of the other or others of them or for joining in any receipts for the sake of conformity, or for any bankers or other persons with whom any moneys or effects belonging to the Company shall or may be lodged or deposited for safe custody, or for insufficiency or deficiency of any security upon which any moneys of or belonging to the Company shall be placed out on or invested, or for any other loss, misfortune or damage which may happen in the execution of their respective offices or trusts, or in relation thereto; provided that such indemnity shall not extend to any matter in respect of any fraud or dishonesty which may attach to any of said persons.

Furthermore, the Company has arranged appropriate liability insurance in respect of legal proceedings against the Directors.

AUDIT COMMITTEE

The Audit Committee has reviewed the accounting principles and practices adopted by the Group and discussed auditing, internal control and financial reporting matters. The Audit Committee, together with the Board and external auditor, has reviewed the Group's audited consolidated financial statements for the year ended 31 August 2025.

CORPORATE GOVERNANCE

The Company recognises the importance of good corporate governance for enhancing the management of the Company as well as preserving the interests of the Shareholders as a whole.

Information on the corporate governance practices adopted by the Company is set out in the section headed "Corporate Governance Report" of this annual report.

AUDITOR

Ernst & Young ("EY") retired as the auditors of the Company upon expiration of its current term of office at the conclusion of the annual general meeting of the Company held on 24 February 2025 (the "2024 AGM") as the Board could not reach a consensus with EY on the audit fee for carrying out the audit works for the year ending 31 August 2025. EY confirmed that there are no matters in connection with its retirement that need to be brought to the attention of the Shareholders or creditors of the Company. The Board and the audit committee of the Company also confirmed that there are no disagreements or unresolved matters between EY and the Group, and there are no other matters in respect of the proposed change of auditors that need to be brought to the attention of the Shareholders.

With the recommendation from the audit committee of the Company, the Board resolved to appoint BDO Limited ("BDO") as new auditors of the Company following the retirement of EY with effect from the conclusion of the 2024 AGM and until the conclusion of the next annual general meeting of the Company. BDO's appointment took effect from 24 February 2025 and the financial statements for the year ended 31 August 2025 have been audited by BDO. For details, please refer to the announcement of the Company dated 27 January 2025.

Save as disclosed above, there were no other changes of auditors of the Company in the past three years.

On behalf of the Board
LIU Laixiang
Chairman

CORPORATE GOVERNANCE PRACTICES

The Company is committed to the establishment of good corporate governance practices and procedures with a view to being a transparent and responsible organization which is open and accountable to the Shareholders.

For the year ended 31 August 2025, except for the deviation noted below, the Company complied with the code provisions of the CG Code and, where appropriate, adopted the recommended best practices as set out in the CG Code.

CG Code C.2.1

CG Code C.2.1 provides that the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. Mr. Liu Laixiang is currently both the Chief Executive Officer and Chairman of the Board. As Mr. Liu has been managing the business and in charge of the overall strategic planning of Harbin Xiangge since 2007 and Heilongjiang College of Business and Technology (including its predecessor) since 2011, the Board believes that vesting the roles and functions of both Chief Executive Officer and Chairman in the same person can ensure consistent leadership and efficient discharge of executive functions within the Group which is beneficial to the overall operation and management of the Group. The balance of power and authority is ensured by the operation of the senior management and the Board, both of which comprise experienced and high-calibre individuals. The Board comprises five other experienced and high-calibre individuals including two other executive Directors (excluding Ms. Dong Ling, who is Mr. Liu's spouse) and three independent non-executive Directors, who would be able to offer advice from various perspectives. For major decisions of the Group, the Board will make consultations with appropriate Board committees and senior management. The Group considers that the balance of power and authority of the Board will not be impaired under the present arrangement. Therefore, our Directors consider that the present arrangement is beneficial to and in the interest of our Company and our Shareholders as a whole.

Our Directors will continue to review and consider splitting the roles of chairman of our Board and the chief executive officer of our Company at an appropriate time if necessary.

CG Code D.2.5

Under CG Code provision D.2.5, the Group should have an internal audit function. The Group conducted a review on the need for setting up an internal audit department. Having considered the Group's relatively simple operating structure, the Board considered that it shall be directly responsible for risk management and internal control systems of the Group. The Board, through the Audit Committee, had conducted a review on the risk management and internal control systems of the Group. The review covered material controls, including financial, operational and compliance controls and risk management functions of the Group. Appropriate measures have been put in place to manage the risks and no major issue was identified.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions conducted by Directors of Listed Issuers (the "Model Code") as set out in Appendix C3 to the Listing Rules as its own code of conduct for securities transactions conducted by relevant Directors. After making specific enquires to all Directors, each of them has confirmed that they have complied with the required standards set out in the Model Code during the year ended 31 August 2025.

CORPORATE GOVERNANCE REPORT

BOARD OF DIRECTORS

The Board is responsible for leading and directing the Group's business through establishment of a healthy corporate culture, formulation of overall strategies and policies, evaluation of performance and overseeing the management function. As a leading private higher education institutions in Heilongjiang Province, the Group has established a corporate culture which embraces innovation, creativity and receptiveness to change. The Board plays a leading role in defining the purpose, values and strategic direction of the Group which are aligned with the corporate culture. The corporate culture is reflected consistently in the business development of the Group, daily business operating practices as well as relation with stakeholders.

The principal objective of the Company is to strive for long-term return for all its stakeholders. The Group explores opportunities to enhance shareholders' returns, which includes actively promoting academic education and vocational education under the strategy of internal generation and external extension.

In discharging its duties, the Board acts in good faith with due diligence and care, and makes decisions objectively in the best interests of the Company and its shareholders. The execution of strategies and implementation of policies in the Group's daily operations are delegated to the management team.

The Board has established mechanism to ensure independent views and input are available to the Board. The current composition of the Board has a strong independence element and provides sufficient balance of skills, experience and diversity of perspectives in leading the Company to achieve its goal. The independent non-executive Directors also provide independent judgment in the Board's overall decision making process. The Board has reviewed the implementation and effectiveness of the board independence mechanism for the year ended 31 August 2025 and considered it to be effective.

The Company has arranged for appropriate insurance cover for directors' and officers' liabilities in respect of legal actions against its directors and senior management arising out of corporate activities.

The composition of the Board and the attendance record of each Director at board meetings and general meeting for the year ended 31 August 2025 are as below.

	Attendance/Meeting held	
	Board Meeting	General Meeting
Executive Directors		
Mr. Liu Laixiang (<i>Chairman and Chief Executive Officer</i>)	17/17	1/1
Ms. Dong Ling	17/17	1/1
Mr. Wang Yunfu	17/17	1/1
Mr. Che Wenge	17/17	1/1
Independent Non-executive Directors		
Mr. Zhang Su	17/17	1/1
Mr. Cao Shaoshan	17/17	1/1
Mr. Chan Ngai Fan	17/17	1/1

Biographic details of and the relationship amongst the Directors are presented in the section headed "Profile of Directors and Senior Management" of this annual report. A list of the Directors identifying their roles and functions is available on the Stock Exchange's and the Company's website.

CORPORATE GOVERNANCE REPORT

Ms. Dong is the spouse of Mr. Liu, our Chairman and CEO.

Except as disclosed above or otherwise in this annual report, there is no other relationship (including financial, business, family or other material/relevant relationship(s) among the Board members.

INDEPENDENT NON-EXECUTIVE DIRECTORS

The independent non-executive Directors have brought in a wide range of business and financial expertise, experience and independent judgement to the Board. Through active participation in the Board meetings and serving on various Board committees, namely, the Audit Committee, the Remuneration Committee and the Nomination Committee, all independent non-executive Directors will continue to make various contributions to the Company.

During the year ended 31 August 2025, the Board at all times met the requirements of Rules 3.10(1), 3.10(2) and 3.10(A) of the Listing Rules relating to the appointment of at least three independent non-executive Directors with at least one independent non-executive Director possessing appropriate professional qualifications or accounting or related financial management expertise and the number of independent non-executive Directors represents at least one-third of the Board.

The Company has received from each of the independent non-executive Directors an annual confirmation of independence and considers that each of them to be independent by reference to the Rule 3.13 of the Listing Rules.

The composition of the Board provides sufficient balance of skills, experience and diversity of perspectives in leading the Company to achieve its goal and the independent non-executive Directors provide independent judgment in the Board's overall decision making process.

FUNCTIONS, ROLES AND RESPONSIBILITIES OF THE BOARD

The Board, headed by the chairman of the Board (the "Chairman"), is responsible for formulation and approval of the Group's development, business strategies, policies, annual budgets and business plans, recommendation of any dividend and supervision of management.

The executive Directors are responsible for day-to-day management of the Company's operations, financial management and conducting meetings with senior management of the Group, at which operational issues and financial performance are evaluated.

The Company considers that internal control system and risk management function are essential, and the Board plays an important role in implementing and monitoring internal control system and risk management function.

Matters specifically decided by the Board and those reserved for the management, such as daily management, administration, operation of the Company and so forth, are reviewed by the Board on a periodic basis. The management shall report back to the Board.

In addition, the Directors may seek independent professional advice in appropriate circumstances at the Company's expenses.

CORPORATE GOVERNANCE REPORT

Board Meetings

The Company's articles of association sets out the responsibilities and proceedings of the Board. The Board meets regularly, at least four times a year, to consider operational reports and policies of the Company. Significant operational policies are discussed and passed by the Board. Not less than 14 days' notices are given for all regular Board meetings to provide all Directors with an opportunity to attend and include matters in the agenda for a regular meeting. For other Board and Board Committee meetings, reasonable notice is generally given in the circumstances.

The company secretary of the Company is responsible for taking and keeping minutes of all Board meetings and committee meetings. Minutes of the Board meetings and committee meetings are recorded in sufficient details in respect of matters considered by the Board and committees and the decisions reached. Final version of these minutes are available for inspection by Directors.

Directors' Participation in Continuous Professional Trainings

Each of the Directors (being Mr. Liu Laixiang, Ms. Dong Ling, Mr. Wang Yunfu, Mr. Che Wenge, Mr. Zhang Su, Mr. Cao Shaoshan and Mr. Chan Ngai Fan) has complied with code provision C.1.4 of the CG Code and has participated in continuous professional development to develop and refresh their knowledge and skills for the year ended 31 August 2025 as detailed in the following table. The Company is responsible for arranging and funding suitable training, placing an appropriate emphasis on the roles, functions and duties of a listed company director. All Directors have been required to provide the Company with their training records. The Company has received from the Directors the confirmations on taking continuous professional training course during the year ended 31 August 2025.

Directors' training hours by topic during the year ended 31 August 2025:

Directors	The roles, functions and responsibilities of the board, its committees and its directors, and board effectiveness	Issuers' obligations and directors' duties under Hong Kong law and the Listing Rules, and key legal and regulatory developments	Corporate governance and ESG matters	Risk management and internal controls	Updates on industry specific developments, business trends and strategies relevant to the issuer	Total no. of hours
Mr. Liu Laixiang	1	1	2	1	1	5
Ms. Dong Ling	1	1	2	1	1	5
Mr. Wang Yunfu	1	1	2	1	1	5
Mr. Che Wenge	1	1	2	1	1	5
Mr. Zhang Su	1	1	2	1	1	5
Mr. Cao Shaoshan	1	1	2	1	1	5
Mr. Chan Ngai Fan	1	1	2	1	1	5

Notes:

All trainings are conducted through self-study materials provided by the Company to the Directors.

CORPORATE GOVERNANCE REPORT

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Save as disclosed in this annual report, there is no change in information of directors during the year ended 31 August 2025 up to the date of this annual report.

Each of the executive Directors has entered into a service contract with the Company for an initial fixed term of three years, while each of the independent non-executive Directors has been appointed for an initial fixed term of one year.

Notwithstanding the specific term of appointment, provisions of the Company's articles of associations require that every Director is subject to retirement by rotation at an annual general meeting at least once every three years. Any Director appointed by the Board to fill a casual vacancy shall hold office only until the first general meeting of the Company after his appointment and be subject to re-election at such meeting. Any Director appointed by the Board as an addition to the existing Board shall hold office only until the next following annual general meeting of the Company and shall then be eligible for re-election.

Pursuant to the Company's articles of association, at least one-third of the Directors shall retire from office but are eligible for re-election by the Shareholders at each annual general meeting of the Company and each Director shall retire on a rotational basis at least once every three years.

BOARD DIVERSITY POLICY AND WORKFORCE DIVERSITY POLICY

The Board has adopted a policy of the Board diversity (the "Board Diversity Policy") which sets out the approach to achieve diversity on the Board. Under the Board Diversity Policy, the Company considers diversity of Board members to be achieved through consideration of a number of aspects, including but not limited to, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. All Board appointments are based on merit and contribution, and candidates are considered against objective criteria, having due regard for the benefits of diversity on the Board.

The nomination committee is responsible for reviewing and monitoring the implementation of the Board Diversity Policy to ensure the effectiveness of the Board Diversity Policy.

The Board recognises the importance and benefits of gender diversity at the Board level and shall continue to take initiatives to identify female candidate(s) to enhance the gender diversity among the Board members. As at the date of this annual report, the Board comprises seven Directors, one of which is female and we target to maintain at least one female Director. The Board considers that gender diversity on the Board has been achieved. When selecting and making recommendations on suitable candidates as Directors in the future, we will consider their appointment based on our diversity policy and take opportunities to increase the proportion of female Directors on the Board.

CORPORATE GOVERNANCE REPORT

The Group has adopted the workforce diversity policy since 1 July 2025, which focuses on valuing the diversity of its employees and is committed to establishing a diverse and inclusive workplace.

The workforce diversity policy is summarised as below:

- (i) the Company is committed to fostering gender empowerment, gender equality and gender diversity across its workforce, and providing equal opportunities in relation to recruitment, training and development, performance and compensation, evaluation and career and promotion opportunities;
- (ii) the Group recognises that diversity encompasses a broad range of attributes, including race, ethnicity, gender, nationality or religion, age, disability, sexual orientation, marital status, pregnancy, family status and cultural background, as well as experience, skills and views. The Group strictly adheres to nondiscriminatory employment practices and procedures. It is committed to providing a positive work environment that values the wide-ranging perspectives inherent in its diverse workforce, free from all forms of discrimination or harassment and treat employees with respect; and
- (iii) the policy applies to all facets of employment, including recruitment and selection, professional development and training, compensation and benefits, performance evaluation, and career advancement.

As at 31 August 2025, 10% of the Group's senior management and 60.9% of the Group's total workforce are female. Therefore, the Group considers that diversity of the workforce has been achieved. In the future, the Group will continue its endeavor to increase female representation in its workforce.

The Board has reviewed the implementation and effectiveness of the Board Diversity Policy and the workforce diversity of the Group for the year ended 31 August 2025 and considers them to be effective.

DIVIDEND POLICY

Subject to the constitutional documents and applicable laws, our Company may from time to time declare dividends in any currency to be paid to the Shareholders in the general meeting but no dividend shall be declared in excess of the amount recommended by the Board. Please refer to the section headed "Dividend Policy" in the Directors' Report for further details of the dividend policy of the Company.

CORPORATE GOVERNANCE REPORT

BOARD COMMITTEES

As an integral part of good corporate governance, the Board has established three committees for overseeing the performance of specific functions which are set out in written terms of reference for each committee. During the year ended 31 August 2025, the composition of each committee and attendance of members at committee meeting are as follows:

Composition of Board committees	Audit Committee	Nomination Committee	Remuneration Committee
	Attendance/Number of meetings held (C=Chairman; M=Member of the Committee)		
Independent Non-executive Directors			
Mr. Zhang Su	4/4(M)	2/2(M)	1/1(M)
Mr. Cao Shaoshan	4/4(M)	2/2(M)	1/1(M)
Mr. Chan Ngai Fan	4/4(C)	N/A(M)	N/A
Executive Directors			
Mr. Liu Laixiang (<i>Chairman and Chief Executive Officer</i>)	N/A	2/2(C)	1/1(M)
Ms. Dong Ling	N/A	N/A(M)	N/A
Mr. Wang Yunfu	N/A	N/A	N/A
Mr. Che Wenge	N/A	N/A	N/A

Audit Committee

The Audit Committee comprises, Mr. Chan Ngai Fan, Mr. Zhang Su and Mr. Cao Shaoshan, all of whom are independent non-executive Directors. Mr. Chan Ngai Fan is the chairman of the Audit Committee who has appropriate professional qualification and experiences as required under rule 3.10(2) of the Listing Rules. The Audit committee is established in accordance with rule 3.21 of the Listing Rules.

The Audit Committee was established in July 2020 with written terms of reference in compliance with the CG Code and Corporate Governance Report as set out in Appendix C1 to the Listing Rules. The primary duties of the Audit Committee are to review and supervise the Group's financial reporting process and internal control and risk management system, recommend the appointment/removal of external auditors and to provide advice and comments to the Board on matters related to corporate governance.

During the year ended 31 August 2025, the audit committee has met four times to discuss the change of auditors, to review the annual results and interim results, significant issues on the financial reporting and compliance procedures, internal control and risk management systems, and scope of work and appointment of external auditors. The Audit Committee also met once with the external auditors without the presence of the executive Directors to discuss, among others, the Group's annual financial results and adequacy of the Group's internal control system.

CORPORATE GOVERNANCE REPORT

Nomination Committee

The Nomination Committee comprises two executive Director, Mr. Liu Laixiang and Ms. Dong Ling (appointed on 1 July 2025) and three independent non-executive Directors, Mr. Zhang Su, Mr. Cao Shaoshan and Mr. Chan Ngai Fan (appointed on 1 July 2025). Mr. Liu Laixiang is the chairman of the Nomination Committee.

The Nomination Committee was established in July 2020 and written terms of reference in compliance with the CG Code and Corporate Governance Report as set out in Appendix C1 to the Listing Rules.

The primary duties of the Nomination Committee are to make recommendations to the Board regarding candidates to fill vacancies on the Board and/or in senior management. It identifies individuals suitably qualified to become Board members and make recommendations to the Board on the selection of individuals nominated for directorships by considering factors including perspective, skills and experience that the individual can bring to the Board, and the contribution to diversity of the Board (as set out in the diversity policy of the Board as approved by the Board from time to time) and makes recommendations to the Board on succession planning for the Directors and to assist the Board in maintaining a board skills matrix and supports the Company's regular evaluation of the Board. The Board is ultimately responsible for selection and appointment of new Directors.

During the year ended 31 August 2025, the Nomination Committee held two meetings to discuss the appointment of members of the Nomination Committee, review the nomination policy and board diversity policy of the Company, evaluate the Board performance and succession planning and discuss the criteria and procedures for retirement by rotation. The selection criteria specified in the nomination policy include when assessing the suitability of a proposed candidate, the Nomination Committee will consider the factors such as reputation, integrity, diversity in all its aspects, professional experience, skills and knowledge. The nomination procedure specified in the nomination policy, the Nomination Committee will make recommendations of the proposed candidate(s) for the Board's consideration and approval.

Remuneration Committee

The Remuneration Committee comprises one executive Director, Mr. Liu Laixiang and two independent non-executive Directors, Mr. Zhang Su and Mr. Cao Shaoshan. Mr. Zhang Su is the chairman of the Remuneration Committee.

The Remuneration Committee was established in July 2020 with written terms of reference in compliance with the CG Code and Corporate Governance Report as set out in Appendix C1 to the Listing Rules.

The primary duties of the Remuneration Committee are to make recommendations to the Board on our Company's policy and structure concerning the remuneration of our Directors and senior management and on the establishment of a formal and transparent procedure for developing remuneration policy, review and approve performance based remuneration by reference to corporate goals and objectives, to determine the terms of the specific remuneration package of each executive Director and senior management, to ensure none of our Directors determine their own remuneration and to approve matters relating to share schemes under Chapter 17 of the Listing Rules.

During the year ended 31 August 2025, the Remuneration Committee held one meeting in which it reviewed the existing Company's policy and structure for all Directors' and senior management remuneration by reference with the market research and current market circumstance and make recommendations to the Board on the remuneration of the Directors and senior management.

CORPORATE GOVERNANCE REPORT

EXTERNAL AUDITOR

The auditors are BDO Limited. BDO Limited provided services in respect of the audit of Company's consolidated financial statements which were prepared in accordance with IFRS Accounting Standards (which include all International Financial Reporting Standards, International Accounting Standards and Interpretations) issued by the International Accounting Standards Board and the disclosure requirements of the Companies Ordinance (Chapter 622 of the laws of Hong Kong) for the year ended 31 August 2025.

The remuneration paid to the Company's auditor for the year ended 31 August 2025 is as below:

	RMB'000
Annual audit and related services	850
Non-audit services	—
	<hr/>
Total	<hr/> <hr/> 850

The statement of the auditors regarding their reporting responsibilities for the consolidated financial statements is set out in the Independent Auditor's Report on pages 63 to 67 of this annual report.

DIRECTORS' AND AUDITOR'S RESPONSIBILITIES FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for the preparation of financial statements of the Company for the year ended 31 August 2025. The responsibilities of the Company's auditor on the consolidated financial statements of the Group are set out in the independent auditor's report on pages 63 to 67 of this annual report. The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Group's ability to continue as a going concern.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board is responsible for evaluating and determining the nature and extent of the risks the Group is willing to take in achieving the Group's strategic objectives, and ensuring that the Group establishes and maintains appropriate and effective risk management and internal control systems.

The management is primarily in charge of designing, implementing and monitoring the risk management and internal control systems. The Board, through the Audit Committee, oversees management on the above systems and has conducted a review on the effectiveness of the systems including aspects of financial, operational and compliance controls annually. The Board acknowledges that such risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss.

CORPORATE GOVERNANCE REPORT

Due to the simplicity of the Group's operating structure and effectiveness consideration, the Group does not have an internal audit department. Instead, the Group has engaged an independent internal control consultant to perform the internal audit function and conduct an assessment on the internal control system and risk management of the Group for the year ended 31 August 2025. The review covered all material risks and controls, including financial, operational, business and strategic, compliance as well as risk management. The independent internal control consultant analyzed the adequacy and effectiveness of such systems by (i) interviewing with the Board and supervisors of different operation units regarding the Group's daily operation flow and (ii) examining major internal control procedures by random sampling. The independent internal control consultant has provided its findings and recommendations in respect of enhancing the Group's effectiveness on such systems to the Audit Committee. The Board considered that the Group's risk management and internal control are adequate and effective.

The key features of the Group's risk management and internal control systems include:

- A comprehensive financial accounting system to accurately measure financial performance of the Group
- The Board monitors and maintains levels of cash and cash equivalents deemed adequate to finance the Group's operations
- Prior approval from Directors/senior executive regarding commitment for all material matters
- Guidelines on assessing, reporting and disseminating inside information
- Organized and standardized procedures on recruitment and employee relocation
- Periodic review by management on the internal control procedures and risks factors
- Report to the Audit Committee about the findings on identified risks and measures to address such risks
- The Board takes environment and social risk into account when making business decision
- An effective whistleblowing policy which enables employees to report any non-conformity or violation of the anti-bribery and corruption policy in writing to management directly or to our dedicated response team. All cases will be investigated in a timely and confidential manner and the personnel who are involved in whistleblowing will be protected
- Clear anti-bribery and corruption policy and code of conduct for every employee which provides guidance to the employees on the standards of behaviour to which they must adhere to, and the ways to deal with bribery and corruption

The Group will continue to engage external independent professionals to review the Group's systems of internal control and risk management annually and further enhance the Group's system as appropriate. The Board will also continually evaluate the adequacy of resources, staff qualifications and experience, training programs and budget of the Company's accounting, internal audit and financial reporting functions.

CORPORATE GOVERNANCE REPORT

The Board will continue to review at least annually the need for an internal audit function.

The Board, through the reviews made by the Audit Committee, had reviewed the effectiveness and the adequacy of the internal control systems of the Group and considered them to have been implemented effectively for the year ended 31 August 2025.

COMPANY SECRETARY

The company secretary of the Company, Mr. Chang Eric Jackson, is an external service provider. For details of Mr. Chang, please refer to the section headed “Profile of Directors and Senior Management” in this annual report. The Company’s primary contact with the company secretary is our chairman, Mr. Liu Laixiang.

In compliance with Rule 3.29 of the Listing Rules, Mr. Chang Eric Jackson undertook not less than 15 hours of relevant professional training to update his skills and knowledge during the year ended 31 August 2025.

CONSTITUTIONAL DOCUMENTS

There was no change in the Memorandum of Association and Articles of Association of the Company during the year ended 31 August 2025.

A copy of the latest Memorandum of Association and Articles of Association of the Company is posted on the websites of the Company and the Stock Exchange.

SHAREHOLDERS’ RIGHTS

Under the articles of association, an extraordinary general meeting (“EGM”) may be convened by the Board upon requisition by any one or more Shareholders holding not less than one-tenth of the paid up capital of the Company which carries the right of voting at any general meetings. The Shareholder(s) shall make a written requisition to the Board or the Company Secretary at the head office of the Company in Hong Kong, specifying the shareholding information of the Shareholder(s), his/her/their contact details and the proposal regarding any specifying transaction/business and its supporting documents.

If within 21 days of deposit of such written requisition, the Board does not proceed to convene such EGM, the requisitionist(s) himself/herself/themselves may convene an EGM in the same manner as that in which such meeting may be convened by the Board, provided that such meeting so convened shall not be held after the expiration of two months from the date of deposit of such requisition.

To propose a candidate for election as a Director at a general meeting, a shareholder should deposit a written proposal, together with a written notice by the candidate indicating his willingness to be elected, to the Company either at its principal place of business in Hong Kong (at Unit 1426, 14/F., Solo Building, 41–43 Carnarvon Road, Tsim Sha Tsui, Kowloon, Hong Kong) or its branch share registrar and transfer office in Hong Kong (Tricor Investor Services Limited, 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong) at least seven clear days before the date of the general meeting.

CORPORATE GOVERNANCE REPORT

COMMUNICATIONS WITH SHAREHOLDERS AND INVESTORS

The Company believes that effective communication with its shareholders is essential for enhancing investors' understanding of the Group's business and performance. the Company endeavours to maintain an on-going dialogue with shareholders. To ensure that the shareholders and potential investors are provided with ready, equal and timely access to balanced and understandable information about the Company, the Company has established several channels to communicate with the shareholders as follows:

- (i) corporate communications such as annual reports, interim reports, announcements and circulars are issued in printed form and are available on the website of the Stock Exchange at www.hkexnews.hk and on the website of the Company at www.leader-education.cn;
- (ii) the Company's constitution document and terms of reference of board committees are also available for download at the website of the Stock Exchange Company's website and at Company's website;
- (iii) annual and extraordinary general meetings provide a forum for the shareholders to make comments and exchange views with the Board. The chairman of the Board will attend, and endeavour to ensure the chairmen of various board committees to attend, annual and extraordinary general meetings to answer questions from shareholders.

The Company keeps on promoting investor relations and enhancing communication with the existing shareholders and potential investors. It welcomes suggestions from investors, stakeholders and the public. Enquiries to the Board or the Company may be sent by post to Mr. Chang Eric Jackson, the company secretary of the Company at Unit 1426, 14/F., Solo Building, 41–43 Carnarvon Road, Tsim Sha Tsui, Kowloon, Hong Kong.

The Company reviewed the implementation and effectiveness of the shareholders' communication policy for the year ended 31 August 2025 and considered it to be effective.

INDEPENDENT AUDITOR'S REPORT



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TO THE SHAREHOLDERS OF LEADER EDUCATION LIMITED

(立德教育股份有限公司)

(Incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Leader Education Limited (the “Company”) and its subsidiaries together (the “Group”) set out on pages 68 to 147, which comprise the consolidated statement of financial position as at 31 August 2025, and the consolidated statement of profit or loss and other 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 August 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board (“IFRS Accounting standards”) 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 Hong Kong Institute of Certified Public Accountants (“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.

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.

INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTERS *(Continued)*

Income tax

As set out in note 10 to the consolidated financial statements, pursuant to the 2016 Decision (as defined in note 10 to the consolidated financial statements), private schools are no longer being classified as either schools for which the school sponsor(s) require reasonable returns or schools for which the school sponsor(s) do not require reasonable returns. Instead, the school sponsor(s) of a private school may choose the school being a for-profit private school or a non-profit private school, with the exception that school providing nine-year compulsory education must be non-profit.

Pursuant to the 2016 Decision and the 2021 Implementation Rules (as defined in note 10 to the consolidated financial statements), a private school may enjoy the preferential tax policies, which neither not defined under the 2016 Decision nor the 2021 Implementation Rules, as stipulated by the related government authorities and a non-profit school may enjoy the same tax policies as enjoyed by a public school.

During the year ended 31 August 2025, the Group has three operating schools in the People's Republic of China (the "PRC Schools"). As at 31 August 2025, one of the Group's PRC Schools was in the process of classification registration and remained as a private non-enterprise unit, and may enjoy the preferential tax treatment as a public school. The preferential tax treatment was based on the executions and local practices by the local tax authority on the Law for Promoting Private Education and relevant implementation rules, including the 2016 Decision and the 2021 Implementation Rules, from time to time as well as other relevant tax rules and regulations.

Nevertheless, to act according to the request from the local tax authority during the year, one of the PRC Schools paid corporate income tax for the assessable income for the period from 1 January 2020 to 31 December 2024 and the corresponding late surcharge. The Group also made a corporate income tax provision for the remaining period of the year ended 31 August 2025 for that PRC School.

There were significant judgements involved in management's analysis and assessment, such as the assessment on the possible outcome of the tax provision based on historical experiences and interpretation of the relevant tax laws and regulations in respect of the preferential tax treatments applicable to the PRC Schools.

Relevant disclosures are included in notes 3 and 10 to the consolidated financial statements.

Our response

We have performed the following procedures:

- discussed with management to evaluate their interpretation of the tax laws and their assessment of the tax obligations of the PRC Schools operated by the Group for the current year;
- evaluated management's assessment on the application of the preferential tax or applicable tax rate to the PRC Schools;

INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTERS *(Continued)*

Income tax *(Continued)*

Our response (Continued)

- discussed with the Group's external PRC legal advisors to obtain an understanding of their view with respect to the interpretation of the existing applicable laws which would have an impact on the applicable tax rate on the PRC Schools;
- obtained the comments of the Group's external legal advisors on the tax obligations applied onto the PRC Schools, in particular, whether the preferential tax treatments applicable to the PRC Schools was in compliance with the applicable laws and regulations in China and the uncertainty in respect of the current tax treatment;
- assessed any new policies, regulations or rules that have been introduced by the authorities up to the date of this report, which might have an impact on the tax position of the PRC Schools;
- examined the tax compliance confirmation obtained from the local tax authority for the current year, where appropriate; and
- involved our internal tax experts to assist us in analysing the preferential tax treatments applicable to the PRC Schools and assessing the adequacy of tax provisions.

OTHER MATTER

The consolidated financial statements of the Group for the year ended 31 August 2024, were audited by another auditor who expressed an unmodified opinion on those statements on 29 November 2024.

OTHER INFORMATION INCLUDED 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.

INDEPENDENT AUDITOR'S REPORT

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 IFRS Accounting Standards 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 responsibilities in this regard.

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. Our report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

INDEPENDENT AUDITOR'S REPORT

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.

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
Lau Kin Tat, Terry
Practising Certificate no. P07676

Hong Kong, 28 November 2025

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025 RMB'000	2024 RMB'000
Revenue	5	345,039	322,901
Cost of sales		(227,494)	(204,030)
Gross profit		117,545	118,871
Other income and gains	5	14,145	7,864
Selling expenses		(2,571)	(4,253)
Administrative expenses		(61,353)	(39,358)
Other expenses, net		(719)	(815)
Finance costs	7	(63,194)	(62,231)
Share of losses of a joint venture		(1)	(11)
PROFIT BEFORE TAX	6	3,852	20,067
Income tax expense	10	(77,764)	(115)
(LOSS)/PROFIT FOR THE YEAR		(73,912)	19,952
(Loss)/profit attributable to:			
Owners of the parent		(73,912)	19,957
Non-controlling interests		—	(5)
		(73,912)	19,952

continued/ ...

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025 RMB'000	2024 RMB'000
OTHER COMPREHENSIVE INCOME			
Other comprehensive income that may be reclassified to profit or loss in subsequent periods:			
Exchange differences on translation of financial statements of foreign operations		766	1,667
Net other comprehensive income that may be reclassified to profit or loss in subsequent periods		766	1,667
Other comprehensive income/(loss) that will not be reclassified to profit or loss in subsequent periods:			
An equity investment designated at fair value through other comprehensive income: Changes in fair value		662	(699)
Exchange differences on translation of financial statements of the Company		(576)	(1,945)
Net other comprehensive income/(loss) that will not be reclassified to profit or loss in subsequent periods		86	(2,644)
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR		852	(977)
TOTAL COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR		(73,060)	18,975
Total comprehensive (loss)/income attributable to:			
Owners of the parent		(73,060)	18,980
Non-controlling interests		—	(5)
		(73,060)	18,975
(Losses)/earnings per share attributable to ordinary equity holders of the parent:	12		
Basic and diluted		RMB(0.1109)	RMB0.0299

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 AUGUST 2025

	Notes	2025 RMB'000	2024 RMB'000
NON-CURRENT ASSETS			
Property, plant and equipment	13	1,973,803	1,905,050
Right-of-use assets	14	293,868	233,444
Other intangible assets	15	2,143	3,113
Investment in a joint venture	16	370	371
An equity investment designated at fair value through other comprehensive income	17	2,963	2,301
Prepayments for purchase of property, plant and equipment and right-of-use assets	20	13,108	10,513
Restricted bank deposits	21	35,000	–
Other non-current assets	18	12,051	24,950
Total non-current assets		2,333,306	2,179,742
CURRENT ASSETS			
Trade receivables	19	1,060	573
Prepayments, other receivables and other assets	20	30,097	15,676
Restricted bank deposits	21	146	2,106
Cash and cash equivalents	21	275,838	345,437
Total current assets		307,141	363,792
CURRENT LIABILITIES			
Contract liabilities	22	303,531	299,778
Other payables and accruals	23	77,175	65,709
Interest-bearing bank and other borrowings and interest accruals	25	347,440	452,607
Deferred income	24	41,149	22,171
Tax payable		3,079	–
Total current liabilities		772,374	840,265
NET CURRENT LIABILITIES		(465,233)	(476,473)
TOTAL ASSETS LESS CURRENT LIABILITIES		1,868,073	1,703,269

continued/ ...

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 AUGUST 2025

	Notes	2025 RMB'000	2024 RMB'000
NON-CURRENT LIABILITIES			
Interest-bearing bank and other borrowings and interest accruals	25	958,402	765,975
Deferred income	24	6,271	9,284
Deferred tax liabilities	26	48,545	115
Total non-current liabilities		1,013,218	775,374
Net assets		854,855	927,895
EQUITY			
Equity attributable to owners of the parent			
Share capital	27	46,292	46,292
Reserves	28	808,563	881,623
		854,855	927,915
Non-controlling interests		—	(20)
Total equity		854,855	927,895

LIU LAIXIANG
Director

WANG YUNFU
Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 AUGUST 2025

	Attributable to owners of the parent							Total RMB'000
	Share capital RMB'000 Note 27	Capital reserve RMB'000 Note 28(a)	Statutory surplus reserve RMB'000 Note 28(b)	Fair value reserve of financial assets at fair value through other comprehensive income RMB'000	Retained profits RMB'000	Exchange fluctuation reserve RMB'000	Non- controlling interests RMB'000	
As at 1 September 2024	46,292	221,784	151,099*	(699)*	505,416*	4,023*	(20)	927,895
Loss for the year	-	-	-	-	(73,912)	-	-	(73,912)
Other comprehensive income for the year:								
Changes in fair value of an equity investment at fair value through other comprehensive income, net of tax	-	-	-	662	-	-	-	662
Exchange differences on translation of financial statements	-	-	-	-	-	190	-	190
Total comprehensive loss for the year	-	-	-	662	(73,912)	190	-	(73,060)
Release upon deregistration of a subsidiary	-	-	-	-	-	-	20	20
Transfer from retained profits	-	-	4,975	-	(4,975)	-	-	-
As at 31 August 2025	46,292	221,784*	156,074*	(37)*	426,529*	4,213*	-	854,855

	Attributable to owners of the parent							Total RMB'000
	Share capital RMB'000 Note 27	Capital reserve RMB'000 Note 28(a)	Statutory surplus reserve RMB'000 Note 28(b)	Fair value reserve of financial assets at fair value through other comprehensive income RMB'000	Retained profits RMB'000	Exchange fluctuation reserve RMB'000	Non- controlling interests RMB'000	
As at 1 September 2023	46,292	221,784	147,153	-	489,405	4,301	(15)	908,920
Profit for the year	-	-	-	-	19,957	-	(5)	19,952
Other comprehensive loss for the year:								
Changes in fair value of an equity investment at fair value through other comprehensive income, net of tax	-	-	-	(699)	-	-	-	(699)
Exchange differences on translation of financial statements	-	-	-	-	-	(278)	-	(278)
Total comprehensive income for the year	-	-	-	(699)	19,957	(278)	(5)	18,975
Transfer from retained profits	-	-	3,946	-	(3,946)	-	-	-
As at 31 August 2024	46,292	221,784*	151,099*	(699)*	505,416*	4,023*	(20)	927,895

* These reserve accounts comprise the consolidated reserves of RMB808,563,000 in the consolidated statement of financial position as at 31 August 2025 (2024: RMB881,623,000).

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025 RMB'000	2024 RMB'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax		3,852	20,067
Adjustments for:			
Finance costs	7	63,194	62,231
Share of losses of a joint venture	16	1	11
Bank interest income	5	(905)	(1,335)
Loss on deregistration of a subsidiary	6	95	–
Donation income	5	(2,796)	–
Loss on disposal of items of property, plant and equipment	6	–	4
Gain on disposal of right-of-use assets	6	–	(775)
Depreciation of property, plant and equipment	6	80,618	55,834
Depreciation of right-of-use assets	6	12,461	3,127
Amortisation of other intangible assets	6	970	1,740
		<hr/>	<hr/>
		157,490	140,904
Increase in trade receivables		(487)	(573)
(Increase)/decrease in prepayments, other receivables and other assets		(14,421)	1,658
Increase in other payables and accruals		11,637	2,425
Increase in contract liabilities		3,753	15,266
Increase in deferred income		15,965	20,548
		<hr/>	<hr/>
Cash generated from operations		173,937	180,228
Interest received		905	1,335
Tax paid		(26,255)	–
		<hr/>	<hr/>
Net cash flows from operating activities		148,587	181,563
CASH FLOWS FROM INVESTING ACTIVITIES			
Increase in prepayments for purchase of property, plant and equipment and right-of-use assets		(134,785)	(8,301)
Purchases of items of property, plant and equipment		(7,158)	(151,658)
Additions to leasehold land included in right-of-use assets		(68,858)	(156,266)
Additions to other intangible assets	15	–	(1,564)
Increase in restricted bank deposits		(33,040)	–
Decrease in other non-current assets		12,899	–
		<hr/>	<hr/>
Net cash flows used in investing activities		(230,942)	(317,789)

continued/ ...

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025 RMB'000	2024 RMB'000
CASH FLOWS FROM FINANCING ACTIVITIES			
New bank loans and other borrowings		552,965	332,639
Repayment of bank and other borrowings		(250,564)	(236,587)
Interests paid on bank and other borrowings		(18,787)	(14,367)
Proceeds from sale and leaseback liabilities		248,928	396,275
Repayment of sales and lease liabilities		(472,053)	(220,331)
Interest paid on sale and leaseback liabilities		(46,856)	(42,902)
Principal portion of lease liabilities		(1,000)	(940)
Increase in restricted bank deposits		–	(2,106)
Increase in other non-current assets		–	(470)
Net cash flows from financing activities		12,633	211,211
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS			
		(69,722)	74,985
Cash and cash equivalents at beginning of year		345,437	270,776
Effect of foreign exchange rate changes, net		123	(324)
CASH AND CASH EQUIVALENTS AT END OF YEAR		275,838	345,437
ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS			
Cash and bank balances	21	275,838	345,437

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

1. CORPORATE AND GROUP INFORMATION

Leader Education Limited (the “Company”) was incorporated in the Cayman Islands on 17 June 2019 as an exempted company with limited liability under the laws of the Cayman Islands. The address of the registered office of the Company is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands.

The Company is an investment holding company. During the year, the Company and its subsidiaries (collectively referred to as the “Group”) were principally engaged in providing private higher education services in the People’s Republic of China (the “PRC”).

In the opinion of the directors, the holding company and the ultimate holding company of the Company are Shuren Education Limited and Junhua Education Limited, respectively, which were incorporated in the British Virgin Islands.

Information about subsidiaries

Particulars of the Company’s subsidiaries are as follows:

Entity name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity interest attributable to the Company		Principal activities
			Direct %	Indirect %	
Leader Education Limited (“Leader BVI”) 立德教育有限公司	British Virgin Islands 18 June 2019	US\$500	100	–	Investment holding
Leader Education LLC (“Leader US”) 立德教育有限公司	United States 15 October 2019	–	–	100	Provision of private higher education services
Leader Education (HK) Limited (“Leader HK”) 立德教育(香港)有限公司	Hong Kong 12 July 2019	HK\$1	–	100	Investment holding
Heilongjiang Liankang Business Information Consulting Limited ^{^^} (“Liankang Consulting”) 黑龍江聯康商務信息諮詢有限公司	PRC/Chinese Mainland 8 August 2019	US\$12,000,000	–	100	Provision of technical and management consultancy services
Beijing Junhua Business Information Consulting Limited ^{^^} (“Junhua Consulting”) 北京峻華商務信息諮詢有限公司	PRC/Chinese Mainland 8 July 2020	US\$16,000,000	–	100	Provision of education and management consultancy services

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

1. CORPORATE AND GROUP INFORMATION *(Continued)*

Information about subsidiaries *(Continued)*

Entity name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity interest attributable to the Company		Principal activities
			Direct %	Indirect %	
Harbin Xiangge Enterprise Management Limited** ("Harbin Xiangge") 哈爾濱祥閣企業管理有限公司	PRC/Chinese Mainland 7 February 2007	RMB40,000,000	–	100	Provision of enterprise business consultancy services and investment in the education industry**
Heilongjiang College of Business and Technology** ("Heilongjiang College") 黑龍江工商學院	PRC/Chinese Mainland 25 June 2003	RMB183,300,000	–	100	Provision of private higher education services
Nantong Junhua Science and Technology Innovation Park Co., Ltd.** ("Nantong Junhua") 南通峻華科創園有限公司	PRC/Chinese Mainland 1 December 2020	RMB106,880,000	–	100	Provision of technical and artificial intelligence services
Hai'an Junhua Vocational Skills Training School Co., Ltd.** ("Junhua School") 海安市峻華職業技能培訓學校有限公司	PRC/Chinese Mainland 6 January 2023	RMB1,000,000	–	100	Provision of private vocational education services
Heilongjiang College of Business and Technology Co., Ltd.** ("Heilongjiang College Co., Ltd") 黑龍江工商學院有限公司	PRC/Chinese Mainland 21 March 2023	RMB183,300,000	–	100	Provision of private higher education services
Tianjin Quanren Education Technology Co., Ltd.** ("Tianjin Quanren") 天津全人教育科技有限公司	PRC/Chinese Mainland 2 August 2023	RMB10,000,000	–	100	Provision of education management and services
Tianjin Quanren Vocational Secondary Vocational School Co., Ltd.** ("Quanren School") 天津全人職業中等專業學校有限公司	PRC/Chinese Mainland 10 October 2023	RMB6,000,000	–	100	Provision of private vocational education services
Nantong Junhua Secondary Vocational School Co., Ltd.** ("Junhua Secondary Vocational School") 南通峻華中等職業學校有限公司	PRC/Chinese Mainland 15 November 2023	RMB104,800,000	–	100	Provision of private vocational education services

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

1. CORPORATE AND GROUP INFORMATION *(Continued)*

Information about subsidiaries *(Continued)*

Notes:

- # These entities are owned through contractual arrangements.
- * The English names of these companies and a school established in the PRC represent the best effort made by the management of the Company to directly translate the Chinese names as they did not register any official English names.
- ^ Except for Liankang Consulting and Junhua Consulting, which were established as wholly-foreign-invested enterprises, all the above PRC companies were established as domestic-invested enterprises.

2. ACCOUNTING POLICIES

2.1 Basis of preparation

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards (which include all International Financial Reporting Standards, International Accounting Standards and interpretations) issued by the International Accounting Standards Board (“IASB”) 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 of Hong Kong Limited (the “Listing Rules”).

They have been prepared under the historical cost convention, except for an equity investment which has been measured at fair value. These consolidated financial statements are presented in Renminbi (“RMB”), and all values are rounded to the nearest thousand except when otherwise indicated.

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively referred to as the “Group”) for the year ended 31 August 2025. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

Generally, there is a presumption that a majority of voting rights results in control. When the Company has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group’s voting rights and potential voting rights.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.1 Basis of preparation *(Continued)*

Basis of consolidation (Continued)

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between shareholders of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, any non-controlling interest and the exchange fluctuation reserve; and recognises the fair value of any investment retained and any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

Going concern

The Group recorded a loss for the year of RMB73,912,000 for the year ended 31 August 2025 and had net current liabilities of RMB465,233,000 as of the same date. Included therein were the contract liabilities of RMB303,531,000 as at 31 August 2025, which will be settled by education services provided by the Group.

In view of the above conditions, the directors of the Company have given careful consideration to the future liquidity and performance of the Group and its available sources of finance in assessing whether the Group will have sufficient financial resources to continue as a going concern.

The directors of the Company have prepared a cash flow forecast for a period of 18 months from the end of the reporting period, taking into consideration the following factors:

- the financial resources available to the Group, including funds generated internally from its operation; and the availability of credit facilities.

As of 31 August 2025, the Group had banking facilities of RMB726,000,000 of which RMB687,425,000 had been drawn. As of the date of approval of these consolidated financial statements, the Group had credit facilities of RMB745,770,000, of which RMB701,925,000 had been drawn. The directors expect that the Group will be able to renew its existing facilities upon expiry and obtain additional facilities, on the basis of its past record of compliance with borrowing terms, including timely repayment of principal and interest, and the availability of sufficient collaterals.

- management's ability to adjust the pace of expansion of the Group's operation.

2. ACCOUNTING POLICIES (Continued)

2.1 Basis of preparation (Continued)

Going concern (Continued)

Based on the above, the directors of the Company are of the opinion that the Group will have sufficient funds and resources to meet in full its financial obligations as and when they fall due for the foreseeable future. Accordingly, it is appropriate to prepare the consolidated financial statements on a going concern basis.

2.2 Amendments to IFRS Accounting Standards that are mandatorily effective for the current year

The Group has adopted the following revised IFRS Accounting Standards for the first time for the current year's consolidated financial statements.

Amendments to IFRS 16	<i>Lease Liability in a Sale and Leaseback</i>
Amendments to IAS 1	<i>Classification of Liabilities as Current or Non-current</i> <i>(the "2020 Amendments")</i>
Amendments to IAS 1	<i>Non-current Liabilities with Covenants</i> <i>(the "2022 Amendments")</i>
Amendments to IAS 7 and IFRS 7	<i>Supplier Finance Arrangements</i>

Except as described below, the application of amendments to IFRS Accounting Standards in the current year has no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

Impacts on application of Amendments to IAS 1 Classification of Liabilities as Current or Non-current and related amendments (the "2020 Amendments") and Amendments to IAS 1 Non-current Liabilities with Covenants (the "2022 Amendments")

The Group has applied the amendments for the first time in the current year.

The 2020 Amendments provide clarification and additional guidance on the assessment of right to defer settlement for at least twelve months from reporting date for classification of liabilities as current or non-current, which:

- specify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period. Specifically, the classification should not be affected by management intentions or expectations to settle the liability within 12 months.
- clarify that the settlement of a liability can be a transfer of cash, goods or services, or the entity's own equity instruments to the counterparty. If a liability has terms that could, at the option of the counterparty, result in its settlement by the transfer of the entity's own equity instruments, these terms do not affect its classification as current or non-current only if the entity recognises the option separately as an equity instrument applying IAS 32 Financial Instruments: Presentation.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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2. ACCOUNTING POLICIES *(Continued)*

2.2 Amendments to IFRS Accounting Standards that are mandatorily effective for the current year *(Continued)*

For rights to defer settlement for at least twelve months from reporting date which are conditional on the compliance with covenants, the 2022 Amendments specifically clarify that only covenants that an entity is required to comply with on or before the end of the reporting period affect the entity's right to defer settlement of a liability for at least twelve months after the reporting date, even if compliance with the covenant is assessed only after the reporting date. The 2022 Amendments also specify that covenants with which an entity must comply after the reporting date (i.e. future covenants) do not affect the classification of a liability as current or non-current at the reporting date. However, if the entity's right to defer settlement of a liability is subject to the entity complying with covenants within twelve months after the reporting period, an entity discloses information that enables users of financial statements to understand the risk of the liabilities becoming repayable within twelve months after the reporting period. This would include information about the covenants, the carrying amount of related liabilities and facts and circumstances, if any, that indicate that the entity may have difficulties complying with the covenants.

In accordance with the transition provision, the Group has applied the new accounting policy to the classification of liability as current or non-current retrospectively. The application of the amendments in the current year had no material impact on the consolidated financial statements.

2.3 Issued but not yet effective IFRS Accounting Standards

The Group has not applied the following new and revised IFRS Accounting Standards, that have been issued but are not yet effective, in these consolidated financial statements. The Group intends to apply these new and revised IFRS Accounting Standards, if applicable, when they become effective.

Amendments to IFRS 10 and IAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture⁴</i>
Amendments to IAS 21 and IFRS 1	<i>Lack of Exchangeability¹</i>
IFRS 18	<i>Presentation and Disclosure in Financial Statements³</i>
IFRS 19	<i>Subsidiaries without Public Accountability: Disclosures³</i>
Amendments to IAS 21	<i>Translation to a Hyperinflationary Presentation Currency³</i>
Amendments to IFRS 9 and IFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments²</i>
Amendments to IFRS 9 and IFRS 7	<i>Contracts Referencing Nature-dependent Electricity²</i>
Annual Improvements to IFRS Accounting Standards – Volume 11	<i>Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7²</i>

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

2. ACCOUNTING POLICIES *(Continued)*

2.3 Issued but not yet effective IFRS Accounting Standards *(Continued)*

Except for the new IFRS Accounting Standards mentioned below, the directors of the Company anticipate that the adoption of the new and amendments to IFRS Accounting Standards will have no material impact on the Group's consolidated financial statements.

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 replaces IAS 1 Presentation of Financial Statements. While a number of sections have been brought forward from IAS 1 with limited changes, IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Entities are required to classify all income and expenses within the statement of profit or loss into one of the five categories: operating, investing, financing, income taxes and discontinued operations and to present two new defined subtotals. It also requires disclosures about management-defined performance measures in a single note and introduces enhanced requirements on the grouping (aggregation and disaggregation) and the location of information in both the primary financial statements and the notes. Some requirements previously included in IAS 1 are moved to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, which is renamed as IAS 8 Basis of Preparation of Financial Statements. As a consequence of the issuance of IFRS 18, limited, but widely applicable, amendments are made to IAS 7 Statement of Cash Flows, IAS 33 Earnings per Share and IAS 34 Interim Financial Reporting. In addition, there are minor consequential amendments to other IFRS Accounting Standards. IFRS 18 and the consequential amendments to other IFRS Accounting Standards are effective for annual periods beginning on or after 1 January 2027 with earlier application permitted. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of IFRS 18 on the presentation and disclosure of the Group's consolidated financial statements.

IFRS 19 Subsidiaries without Public Accountability: Disclosures

The adoption of IFRS 19 is optional. IFRS 19 specifies the disclosure requirements that an entity is permitted to apply to substitute the disclosure requirements in other IFRS Accounting Standards. The Company's shares are listed and traded in The Stock Exchange of Hong Kong Limited. Therefore, it has public accountability according to IFRS 19 and does not qualify for electing to apply the standard to prepare its consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information

Investment in a joint venture

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group's investment in a joint venture is stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses.

The Group's share of the post-acquisition results and other comprehensive income of joint venture is included in consolidated profit or loss and other comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of the joint venture, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and its joint venture are eliminated to the extent of the Group's investment in the joint venture, except where unrealised losses provide evidence of an impairment of the assets transferred. Goodwill arising from the acquisition of joint venture is included as part of the Group's investment in a joint venture.

In all other cases, upon loss of joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the joint venture upon loss of joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

When an investment in a joint venture is classified as held for sale, it is accounted for in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Fair value measurement

The Group measures its equity investment at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly
- Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset (other than deferred tax assets and financial assets) is required, the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset (e.g., a headquarters building) is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are 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. An impairment loss is charged to profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Related parties

A party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and that person
 - (i) has control or joint control over the Company;
 - (ii) has significant influence over the Company; or
 - (iii) is a member of the key management personnel of the Company or of a parent of the Company;
- (b) the party is an entity where any of the following conditions applies:
 - (i) the entity and the Company are shareholders of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
 - (iii) the entity and the Group are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a);
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
 - (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 Company.

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.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property, plant and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Buildings	1.90% – 3.17%
Devices and equipment	11.88%
Motor vehicles	9.50%
Furniture, fixtures and others	9.50% – 19.00%

Where parts of an item of property, plant and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in profit or loss in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress is stated at cost less any impairment losses, and is not depreciated. It is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

Computer software

Purchased computer software is stated at cost less any impairment losses and is amortised on a straight-line basis over its estimated useful life of 3 years.

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short term leases and leases for low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Buildings	3 years
Leasehold land	40 – 50 years

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the assets.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Leases (Continued)

Group as a lessee (Continued)

(b) Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in measurement of an option to purchase the underlying asset.

The Group's lease liabilities are included in interest-bearing bank and other borrowings and interest accruals.

(c) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets to leases of office equipment and laptop computers that are considered to be of low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Leases (Continued)

Sale and leaseback transaction – the Group as seller-lessee

The Group applies the requirements in IFRS 15 to determine whether the transfer of an asset under a sale and leaseback arrangement is accounted for as a sale of that asset. If the transfer of an asset by the Group under a sale and leaseback arrangement does not satisfy the requirements of IFRS 15 to be accounted for as a sale of the asset, the Group continues to recognise the transferred asset and recognises a financial liability equal to the transfer proceeds which is presented as interest-bearing bank and other borrowings and interest accruals in the consolidated statement of financial position.

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on a straight-line basis over the lease terms and is included in revenue in profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Investments and other financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for "Revenue recognition" below.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Investments and other financial assets (Continued)

Initial recognition and measurement (Continued)

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

Purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Investments and other financial assets (Continued)

Financial assets designated at fair value through other comprehensive income (equity investments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity investments designated at fair value through other comprehensive income when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in other comprehensive income. Equity investments designated at fair value through other comprehensive income are not subject to impairment assessment.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset, or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information. The Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

The Group considers a financial asset to be in default (other than trade receivables) when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Impairment of financial assets (Continued)

General approach (Continued)

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables which apply the simplified approach as detailed below.

- Stage 1 – Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs
- Stage 2 – Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs
- Stage 3 – Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

Simplified approach

For trade receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For lease receivables, the Group chooses as its accounting policy to adopt the simplified approach in calculating ECLs with policies as described above.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as loans and borrowings, and payables.

All financial liabilities are recognised initially at fair value and in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include other payables and accruals, interest-bearing bank and other borrowings and interest accruals.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised costs (other payables and borrowings)

After initial recognition, other payables, and interest-bearing borrowings are subsequently measured at amortised cost, using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in profit or loss.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value, and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the year, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of each reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of taxable temporary differences associated with investments in subsidiaries and joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Income tax (Continued)

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of deductible temporary differences associated with investments in subsidiaries and joint ventures, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to profit or loss over the expected useful life of the relevant asset by equal annual instalments or deducted from the carrying amount of the asset and released to profit or loss by way of a reduced depreciation charge.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in IFRS 15.

Tuition and boarding fees are generally received by colleges and high schools in advance prior to the beginning of each academic year, and are initially recorded as contract liabilities. Tuition and boarding fees are recognised proportionately over the relevant period of the applicable program. The portion of tuition and boarding payments received from students but not earned is recorded as contract liabilities and is reflected as a current liability as such amounts represent revenue that the Group expects to earn within one year. The academic year of the Group's schools is generally from September to June of the following year.

The Group does not expect to have any contracts where the period between the transfer of the services promised to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Revenue recognition (Continued)

Other income

Rental income is recognised on a time proportion basis over the lease terms.

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Service income is recognised over time as those services are provided.

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Refund liabilities

A refund liability is recognised for the obligation to refund some or all of the consideration received (or receivable) from a customer and is measured at the amount the Group ultimately expects it will have to return to the customer. The Group updates its estimates of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period.

Other employee benefits

Pension scheme

The employees of the Group's subsidiaries which operate in Chinese Mainland are required to participate in a central pension scheme operated by the local municipal government. The subsidiaries operating in Chinese Mainland are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, i.e., assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets. The capitalisation of such borrowing costs ceases when the assets are substantially ready for their intended use or sale. All other borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2. ACCOUNTING POLICIES *(Continued)*

2.4 Material accounting policy information *(Continued)*

Foreign currencies

These financial statements are presented in RMB. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currencies of certain overseas subsidiaries are currencies other than RMB. As at the end of the reporting period, the assets and liabilities of these entities are translated into RMB at the exchange rates prevailing at the end of the reporting period and their statements of profit or loss and other comprehensive income are translated into RMB at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve, except to the extent that the differences are attributable to non-controlling interests.

On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognised in profit or loss.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the consolidated financial statements.

Structured contracts

The Group conducts the private higher education business through Harbin Xiangge, Heilongjiang College, Nantong Junhua, Junhua School, Heilongjiang College Co., Ltd., Tianjin Quanren, Quanren School and Junhua Secondary Vocational (collectively, the "PRC Operating Entities") in the PRC as PRC laws and regulations generally restrict foreign ownership in the private education industry in the PRC.

The Group exercises control over the PRC Operating Entities and enjoys all the economic benefits of the PRC Operating Entities through the structured contracts.

The Group considers that it controls the PRC Operating Entities, notwithstanding the fact that it does not hold any direct equity interest in the PRC Operating Entities, as it has power over the financial and operating policies of the PRC Operating Entities and receives substantially all of the economic benefits from the business activities of the PRC Operating Entities through the structured contracts. Accordingly, the PRC Operating Entities have continued to be accounted for as subsidiaries during the year.

Current and deferred taxes

Significant judgement is required in interpreting the relevant tax rules and regulations so as to determine whether the Group is subject to corporate income tax. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of the tax liabilities. Such changes to tax liabilities will impact tax expense in the period in which the new information are available based on the executions and local practices by the local tax authority on the Laws for Promoting Private Education and relevant implementation rules, including the 2016 Decision and the 2021 Implementation Rules (as defined in note 10 to the consolidated financial statements) from time to time, as well as other relevant tax rules and regulations.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the year, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES *(Continued)***Estimation uncertainty** *(Continued)****Going concern basis***

As disclosed in Note 2.1, these consolidated financial statements have been prepared on a going concern basis. The appropriateness of the going concern basis was assessed by the directors of the Company after taking into account all relevant available information about the future of the Group, including cash flow forecast of the Group covering a period of 18 months from the end of the reporting period. Such forecast about the future inherently involves various assumptions and subject to uncertainties, including the timely renewal of banking facilities, the ability to obtain additional credit facilities, and the Group's operational performance in line with expectations. Actual results could differ significantly and hence render the adoption of the going concern basis not appropriate.

Impairment of non-financial assets

The Group assesses whether there are any indicators of impairment for all non-financial assets (including the right-of-use assets) at the end of each reporting period. The non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. Impairment exists when the carrying value of an asset or a cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The calculation of the fair value less costs of disposal is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value in use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit using key assumptions such as budgeted sales amounts and choose a suitable discount rate in order to calculate the present value of those cash flows. As at 31 August 2025, the total carrying amount of non-financial assets was RMB2,282,922,000 (2024: RMB2,141,607,000).

Useful lives and residual values of items of property, plant and equipment

In determining the useful lives and residual values of items of property, plant and equipment, the Group has to consider various factors, such as the expected usage of the asset, expected physical wear and tear, care and maintenance of the asset, and legal or similar limits on the use of the asset. The estimation of the useful life of the asset is based on the experience of the Group with similar assets that are used in a similar way. Additional depreciation is made if the estimated useful lives and/or residual values of items of property, plant and equipment are different from previous estimation. Useful lives and residual values are reviewed as at the end of each year. Further details of the property, plant and equipment are set out in note 13 to the consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES *(Continued)*

Estimation uncertainty (Continued)

Provision for expected credit losses on trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The ECL rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by customer type and ageing). The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed. The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future. The information about the ECLs on the Group's trade receivables is disclosed in note 19 to the consolidated financial statements.

Provision for expected credit losses on financial assets included in prepayments, other receivables and other assets

ECLs are estimated by applying a loss rate approach with reference to the historical loss record of the Group. The loss rate is adjusted to reflect the current conditions and forecasts of future economic conditions, as appropriate. The information about the ECLs on financial assets included in prepayments, other receivables and other assets is disclosed in note 20 to the consolidated financial statements.

Fair value of an unlisted equity investment

The fair value of an unlisted equity investment designated at fair value through other comprehensive income has been estimated using a market-based valuation technique based on assumptions that are not supported by observable market prices or rates, and hence, they are subject to uncertainty. Further details are included in note 33 to the consolidated financial statements.

4. OPERATING SEGMENT INFORMATION

The Group is principally engaged in the provision of private higher education services in the PRC.

IFRS 8 Operating Segments requires operating segments to be identified on the basis of internal reporting about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to segments and to assess their performance.

The information reported to the directors, who are the chief operating decision makers, for the purpose of resource allocation and assessment of performance does not contain discrete operating segment financial information and the directors reviewed the financial results of the Group as a whole. Therefore, no further information about operating segments is presented.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

4. OPERATING SEGMENT INFORMATION *(Continued)*

Geographical information

During the year, the Group operated within one geographical area as all of its revenue was generated in the PRC and all of its long term assets/capital expenditure were located/incurred in the PRC. Accordingly, no geographical information is presented.

Information about major customers

No revenue derived from services provided to a single customer accounted for 10% or more of the total revenue of the Group during the year.

5. REVENUE, OTHER INCOME AND GAINS

An analysis of revenue is as follows:

	2025 RMB'000	2024 RMB'000
<i>Revenue from contracts with customers</i>		
Tuition fees	317,734	296,399
Boarding fees	27,305	26,502
Total	345,039	322,901
Other income and gains		
Government grants:		
– Related to income	3,250	3,308
– Related to assets	1,694	412
Rental income:		
– Fixed lease payments	3,304	1,793
Bank interest income	905	1,335
Gain on disposal of right-of-use assets	–	775
Donation income	2,796	–
Supply income	962	–
Service income	735	–
Others	499	241
Total	14,145	7,864

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

5. REVENUE, OTHER INCOME AND GAINS *(Continued)*

Revenue from contracts with customers

(a) Disaggregated revenue information

	2025 RMB'000	2024 RMB'000
Timing of revenue recognition		
Tuition fees recognised over time	317,734	296,399
Boarding fees recognised over time	27,305	26,502
Total	345,039	322,901

The Group's contracts with students for college education programs and boarding services can be terminated anytime by the students without compensation required. Tuition and boarding fees are determined and paid by the students before the beginning of each school year.

The following table shows the amounts of revenue recognised in the current reporting period that were included in the contract liabilities at the beginning of the reporting year:

	2025 RMB'000	2024 RMB'000
Revenue recognised that was included in contract liabilities at the beginning of the reporting year:		
Tuition fees	278,592	263,409
Boarding fees	21,186	21,103
Total	299,778	284,512

No revenue recognised during the year related to performance obligations that were satisfied in prior years.

(b) Performance obligations

The contracts for education and boarding services are for periods of one year or less. As permitted under IFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

6. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging/(crediting):

	Notes	2025 RMB'000	2024 RMB'000
Depreciation of property, plant and equipment (note (i))	13	80,618	55,834
Depreciation of right-of-use assets (note (i))	14	12,461	3,127
Amortisation of other intangible assets (note (i))	15	970	1,740
Lease payments not included in the measurement of lease liabilities	14(c)	940	456
Auditor's remuneration		850	1,150
Central heating cost		9,318	9,266
Employee benefit expense (excluding directors' remuneration (note 8)):			
Wages and salaries		72,815	79,848
Pension scheme contributions (defined contribution scheme) (note (vi))		26,314	17,361
Total		99,129	97,209
Foreign exchange differences, net (note (ii))		6	544
Government grants			
– related to income (notes (iii) and (iv))		(3,250)	(3,308)
– related to assets (notes (iii) and (iv))		(1,694)	(412)
Bank interest income (note (iv))		(905)	(1,335)
Late surcharge payment on corporate income tax ("CIT") (note (v))		8,271	–
Loss on deregistration of a subsidiary		95	–
Loss on disposal of items of property, plant and equipment		–	4
Gain on disposal of right-of-use assets (note (iv))		–	(775)

Notes:

- (i) Depreciation and amortisation were included in "Cost of sales" and "Administrative expenses" in profit or loss.
- (ii) The exchange loss was included in "Other expenses, net".
- (iii) There are no unfulfilled conditions or other contingencies attaching to the government grants that have been recognised.
- (iv) Included in "Other income and gains" in profit or loss.
- (v) Included in "Administrative expenses" in profit or loss.
- (vi) There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

7. FINANCE COSTS

An analysis of finance costs is as follows:

	2025 RMB'000	2024 RMB'000
Interest on bank loans and other borrowings	20,815	19,942
Interest on sale and leaseback liabilities	49,470	57,945
Interest on lease liabilities	136	36
Subtotal	70,421	77,923
Interest capitalised (note 13(b))	(7,227)	(15,692)
Total	63,194	62,231

8. DIRECTORS' REMUNERATION

Details of directors' remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1) (a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, are as follows:

	2025 RMB'000	2024 RMB'000
Fees	1,965	1,960
Other emoluments:		
Salaries, allowances and benefits in kind	1,550	1,562
Pension scheme contributions	55	27
Subtotal	1,605	1,589
Total	3,570	3,549

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

8. DIRECTORS' REMUNERATION (Continued)

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

	2025 RMB'000	2024 RMB'000
Mr. Zhang Su	90	90
Mr. Cao Shaoshan	88	88
Mr. Chan Ngai Fan	110	109
Total	288	287

There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

(b) Executive directors and the chief executive

2025	Fees RMB'000	Salaries, allowances and benefits in kind RMB'000	Pension scheme contributions RMB'000	Total remuneration RMB'000
Mr. Liu Laixiang (the chief executive)	854	500	14	1,368
Ms. Dong Ling	823	216	14	1,053
Mr. Che Wenge	–	419	–	419
Mr. Wang Yunfu	–	415	27	442
Total	1,677	1,550	55	3,282

2024	Fees RMB'000	Salaries, allowances and benefits in kind RMB'000	Pension scheme contributions RMB'000	Total remuneration RMB'000
Mr. Liu Laixiang (the chief executive)	852	500	–	1,352
Ms. Dong Ling	821	216	–	1,037
Mr. Che Wenge	–	428	–	428
Mr. Wang Yunfu	–	418	27	445
Total	1,673	1,562	27	3,262

There was no arrangement under which a director waived or agreed to waive any remuneration during the year and no remuneration was paid to any of the directors by the Group as an inducement to join or upon joining the Group or as compensation for loss of office.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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9. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees of the Group during the year ended 31 August 2025 include four (2024: four) directors, details of whose remuneration are set out in note 8 above. Details of the remuneration for the year of the remaining one (2024: one) highest paid employee who is neither a director nor chief executive of the Group, are as follows:

	2025 RMB'000	2024 RMB'000
Salaries, allowances and benefits in kind	440	372

The remuneration of the non-director and non-chief executive highest paid employee fell within the following band:

	Number of employees	
	2025	2024
Nil to HK\$1,000,000	1	1

During the year, no highest paid employees waived or agreed to waive any remuneration and no remuneration was paid by the Group to any of the five highest paid employees as an inducement to join or upon joining the Group or as compensation for loss of office.

10. INCOME TAX

The Group is subject to income tax on an entity basis on profits arising in or derived from the jurisdictions in which shareholders of the Group are domiciled and operate.

The Company is incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Law of the Cayman Islands and, accordingly, it is not subject to income tax from business carried out in the Cayman Islands.

Leader HK, which is incorporated in Hong Kong, was subject to profits tax at the rate of 16.5% on the estimated assessable profits arising in Hong Kong during the year. No provision for Hong Kong profits tax has been made as the Group did not generate any assessable profits arising in Hong Kong during the year.

During the year ended 31 August 2025, the Group's subsidiaries operated in Chinese Mainland are subject to CIT at a rate of 25% on their respective taxable income.

During the year ended 31 August 2024, pursuant to the PRC Corporate Income Tax Law and the respective regulations, except for Liankang Consulting, Junhua School, Junhua Secondary Vocational, Tianjin Quanren and Quanren School which enjoyed the preferential rate of 20% under the Notice Regarding the Implementation on Tax Reduction/Exemption Policies for Small and Micro-sized Enterprises (SMEs), other companies of the Group which operate in Chinese Mainland are subject to CIT at a rate of 25% on their respective taxable income.

10. INCOME TAX (Continued)

According to the decision (the “2016 Decision”) of the Standing Committee of the National People’s Congress on Amending the Private Schools Promotion Law (《全國人民代表大會常務委員會關於修改〈中華人民共和國民辦教育促進法〉的決定》), which was promulgated on 7 November 2016, and came into force on 1 September 2017, private schools are no longer being classified into either schools for which the school sponsor(s) require reasonable returns or schools for which the school sponsor(s) do not require reasonable returns. Instead, the school sponsor(s) of a private school may choose the school being a for-profit private school or a non-profit private school, with the exception that school providing nine-year compulsory education must be non-profit.

On 14 May 2021, the State Council released the Implementation Rules for the Law for Promoting Private Education of the PRC (《中華人民共和國民辦教育促進法實施條例》) with an effective date of 1 September 2021 (the “2021 Implementation Rules”). The 2021 Implementation Rules are the detailed implementation rules of the Law for Promoting Private Education of the PRC. Pursuant to the 2016 Decision and the 2021 Implementation Rules, a private school may enjoy the preferential tax policies, which are neither defined under the 2016 Decision nor the 2021 Implementation Rules, as stipulated by the related government authorities and a non-profit school may enjoy the same tax policies as enjoyed by a public school.

During the year ended 31 August 2025, the Group has three operating schools (2024: one school) in the People’s Republic of China (the “PRC Schools”). As at 31 August 2025, one of the PRC Schools was in the process of classification registration and remained as a private non-enterprise unit, while two of the PRC Schools were classified as for-profit private schools.

Considering that the relevant taxation policy regarding schools for which the school sponsors require reasonable returns or schools for which the school sponsor(s) do not require reasonable returns remains unchanged and no further new and specific tax implementation regulations are announced, if the school nature has not yet been changed, the PRC Schools may enjoy the preferential tax treatment as public school. As such, during the year ended 31 August 2024, no provision for CIT was made for the PRC School under the process of classification registration.

During the year ended 31 August 2025, although there are no new relevant taxation policies and tax implementation regulations announced that require private schools to pay CIT, the local tax authority required the PRC School under the process of classification registration to pay CIT at 25% on the assessable income of approximately RMB24,690,000 for the period from 1 January 2020 to 31 December 2024. In addition, a late payment surcharge of approximately RMB8,271,000 was charged and included in “Administrative expenses”, of which RMB930,000 was paid during the year and RMB7,341,000 was paid subsequent to the reporting period.

Based on the local practice imposed by the local tax authority, during the year ended 31 August 2025, provision for CIT on the assessable income of approximately RMB4,644,000 was also made for the period from 1 January 2025 to 31 August 2025 by the Group for that PRC School.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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10. INCOME TAX (Continued)

The major components of the income tax expense for the Group are as follows:

	2025 RMB'000	2024 RMB'000
Corporate income tax – Chinese Mainland		
– for current year	6,312	–
– Under-provision for prior years	23,022	–
	29,334	–
Deferred tax (note 26)		
– Attributable to increase in tax rate	49,571	–
– Origination of temporary difference	(1,141)	115
	48,430	115
Total	77,764	115

A reconciliation of the income tax expense applicable to profit before tax at the statutory tax rates for the countries in which the Company and the majority of its subsidiaries are domiciled to the tax expense at the effective tax rates is as follows:

	2025 RMB'000	2024 RMB'000
Profit before tax	3,852	20,067
Tax at the statutory tax rates	2,427	5,863
Lower tax rates enacted by local authority	–	579
Losses attributable to a joint venture	–	3
Income not subject to tax	(2,000)	(9,910)
Expenses not deductible for tax	2,363	147
Temporary difference previously not recognised	(2,458)	–
Tax losses not recognised	4,839	3,433
Under-provision for prior years	23,022	–
Effect on opening deferred tax balance resulting from an increase in applicable tax rate	49,571	–
Tax charge at the Group's effective rates	77,764	115

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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11. DIVIDENDS

The board of directors has resolved not to declare any interim or final dividend for the years ended 31 August 2024 and 2025.

12. (LOSSES)/EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

The calculation of basic (losses)/earnings per share is based on the loss for the year attributable to ordinary equity holders of the parent of RMB73,912,000 (2024: profit for the year attributable to ordinary equity holders of the parent of RMB19,957,000), and the weighted average number of ordinary shares of 666,667,000 (2024: 666,667,000) in issue during the year.

The Group had no potentially dilutive ordinary shares in issue during the years ended 31 August 2025 and 2024.

13. PROPERTY, PLANT AND EQUIPMENT

	Buildings RMB'000	Devices and equipment RMB'000	Motor vehicles RMB'000	Furniture, fixtures and others RMB'000	Construction in progress RMB'000	Total RMB'000
31 August 2025						
At 1 September 2024:						
Cost	1,914,478	60,758	4,927	105,071	158,720	2,243,954
Accumulated depreciation	(238,431)	(37,831)	(4,207)	(58,435)	–	(338,904)
Net carrying amount	<u>1,676,047</u>	<u>22,927</u>	<u>720</u>	<u>46,636</u>	<u>158,720</u>	<u>1,905,050</u>
At 1 September 2024, net of accumulated depreciation	1,676,047	22,927	720	46,636	158,720	1,905,050
Additions	–	3,113	–	3,157	143,101	149,371
Depreciation provided during the year	(55,891)	(11,959)	(330)	(12,438)	–	(80,618)
Transfers	36,792	3,445	–	–	(40,237)	–
At 31 August 2025, net of accumulated depreciation	<u>1,656,948</u>	<u>17,526</u>	<u>390</u>	<u>37,355</u>	<u>261,584</u>	<u>1,973,803</u>
At 31 August 2025:						
Cost	1,951,270	67,316	4,927	108,228	261,584	2,393,325
Accumulated depreciation	(294,322)	(49,790)	(4,537)	(70,873)	–	(419,522)
Net carrying amount	<u>1,656,948</u>	<u>17,526</u>	<u>390</u>	<u>37,355</u>	<u>261,584</u>	<u>1,973,803</u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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13. PROPERTY, PLANT AND EQUIPMENT *(Continued)*

	Buildings RMB'000	Devices and equipment RMB'000	Motor vehicles RMB'000	Furniture, fixtures and others RMB'000	Construction in progress RMB'000	Total RMB'000
31 August 2024						
At 1 September 2023:						
Cost	1,811,271	54,535	4,631	97,462	91,730	2,059,629
Accumulated depreciation	(196,820)	(33,651)	(3,766)	(48,833)	–	(283,070)
Net carrying amount	<u>1,614,451</u>	<u>20,884</u>	<u>865</u>	<u>48,629</u>	<u>91,730</u>	<u>1,776,559</u>
At 1 September 2023, net of accumulated depreciation	1,614,451	20,884	865	48,629	91,730	1,776,559
Additions	10,689	6,223	300	6,292	160,825	184,329
Disposals	–	–	(4)	–	–	(4)
Depreciation provided during the year	(41,611)	(4,180)	(441)	(9,602)	–	(55,834)
Transfers	<u>92,518</u>	<u>–</u>	<u>–</u>	<u>1,317</u>	<u>(93,835)</u>	<u>–</u>
At 31 August 2024, net of accumulated depreciation	<u>1,676,047</u>	<u>22,927</u>	<u>720</u>	<u>46,636</u>	<u>158,720</u>	<u>1,905,050</u>
At 31 August 2024:						
Cost	1,914,478	60,758	4,927	105,071	158,720	2,243,954
Accumulated depreciation	(238,431)	(37,831)	(4,207)	(58,435)	–	(338,904)
Net carrying amount	<u>1,676,047</u>	<u>22,927</u>	<u>720</u>	<u>46,636</u>	<u>158,720</u>	<u>1,905,050</u>

The Group's buildings are situated in Chinese Mainland.

Notes:

- As at 31 August 2024, the Group was in the customary process of obtaining the relevant property ownership certificates for certain buildings with an aggregate net carrying amount of approximately RMB22,084,000.
- For the year ended 31 August 2025, additions to construction in progress included interest capitalised amounting to approximately RMB7,227,000 (2024: RMB15,692,000) in respect of specific bank and other borrowings (note 7).
- As at 31 August 2025, the Group pledged the property, plant and equipment with an aggregate net carrying amount of approximately RMB146,146,000 (2024: RMB82,436,000) for bank loans and interest accruals of RMB98,609,000 (2024: RMB99,110,000) set out in note 25(a)(ii).
- The net carrying amount of the Group's fixed assets held under sale and leaseback liabilities included in the total amount of devices and equipment, and furniture, fixtures and others was approximately RMB49,810,000 as at 31 August 2025 (2024: RMB123,379,000).
- As at 31 August 2024, the Group pledged the buildings with an aggregate net carrying amount of approximately RMB8,051,000 to Heilongjiang Xinzheng Financing Guarantee Group Co., Ltd. which was a guarantor for the bank loan disclosed in note 25.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

14. LEASES

The Group as a lessee

The Group has lease contracts for buildings used in its operations. Lump sum payments were made upfront to acquire the leased land from the government with lease periods of 40 to 50 years, and no ongoing payments will be made under the terms of these land leases. Leases of buildings, including an apartment and a school premise, generally have lease terms of 3 years, with extension option with terms of 3 years are exercised. Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

(a) Right-of-use assets

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

	Buildings RMB'000	Leasehold land RMB'000	Total RMB'000
As at 1 September 2023	1,939	62,888	64,827
Additions	2,797	170,886	173,683
Disposal	(1,939)	–	(1,939)
Depreciation charge	(380)	(2,747)	(3,127)
As at 31 August 2024 and 1 September 2024	2,417	231,027	233,444
Additions	–	68,858	68,858
Remeasurement of leases	4,027	–	4,027
Depreciation charge	(892)	(11,569)	(12,461)
As at 31 August 2025	5,552	288,316	293,868

Notes:

- (i) The Group's land use rights are either purchased from or allocated by the government. For the purchased land use rights, the amounts are amortised on a straight-line basis over the lease terms as stated in the relevant land use right certificates. For the land use right allocated by the government, there is no definite life of use stated in the relevant land use right certificates. The estimated useful life is 50 years which is the best estimate based on the normal terms in the PRC. However, without the relevant administrative authorities' permission, the Group cannot transfer, lease or mortgage such land use right allocated by the government.
- (ii) Pledge over the Group's right-of-use assets situated in Chinese Mainland, which had an aggregate carrying value of RMB155,675,000 (2024: RMB157,835,000) for bank loans and interest accruals of RMB176,334,000 (2024: RMB50,244,000) set out in note 25(a)(i).

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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14. LEASES (Continued)

The Group as a lessee (Continued)

(b) Lease liabilities

The carrying amount of lease liabilities (included under interest-bearing bank and other borrowings) and the movements during the year are as follows:

	2025 RMB'000	2024 RMB'000
Carrying amount at beginning of the year	1,893	2,714
New leases	–	2,797
Remeasurement of leases	4,200	–
Accretion of interest recognised during the year	136	36
Early termination of lease	–	(2,714)
Payments	(1,000)	(940)
Carrying amount at end of the year	5,229	1,893
Analysed into:		
Current portion	794	914
Non-current portion	4,435	979

The maturity analysis of lease liabilities is disclosed in note 34 to the consolidated financial statements.

(c) The amounts recognised in profit or loss in relation to leases are as follows:

	2025 RMB'000	2024 RMB'000
Interest on lease liabilities	136	36
Depreciation charge of right-of-use assets	12,461	3,127
Expense relating to short-term leases (included in cost of sales)	696	366
Expense relating to leases of low-value assets (included in administrative expenses)	244	90
Total amount recognised in profit or loss	13,537	3,619

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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14. LEASES (Continued)

The Group as a lessee (Continued)

(d) Extension option

The Group has several lease contracts that include extension options. These options are negotiated by management to provide flexibility in managing the leased-assets portfolio and they are aligned with the Group's business needs. All of these extension options have been recognised and included in the right-of-use assets and lease liabilities.

- (e) The total cash outflow for leases is disclosed in note 29(c) to the consolidated financial statements.

The Group as a lessor

The Group leases certain of its building units under operating lease arrangements. Leases for buildings were negotiated for terms of one to five years (2024: one to four years). Rental income recognised by the Group during the year was RMB3,304,000 (2024: RMB1,793,000), details of which are included in note 5 to the consolidated financial statements.

As at 31 August 2025 and 2024, the undiscounted lease payments receivable by the Group in future periods under non-cancellable operating leases with its tenants are as follows:

	2025 RMB'000	2024 RMB'000
Within one year	954	835
After one year but within two years	628	688
After two years but within three years	450	429
After three years but within four years	—	179
	<hr/>	<hr/>
Total	<u>2,032</u>	<u>2,131</u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

15. OTHER INTANGIBLE ASSETS

31 August 2025

Cost at 1 September 2024, net of accumulated amortisation
Amortisation provided during the year (note 6)

At 31 August 2025

At 31 August 2025:

Cost

Accumulated amortisation

Net carrying amount

Computer
software
RMB'000

3,113
(970)

2,143

18,086
(15,943)

2,143

Computer
software
RMB'000

31 August 2024

Cost at 1 September 2023, net of accumulated amortisation
Additions
Amortisation provided during the year (note 6)

At 31 August 2024

At 31 August 2024:

Cost

Accumulated amortisation

Net carrying amount

3,289
1,564
(1,740)

3,113

18,086
(14,973)

3,113

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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16. INVESTMENT IN A JOINT VENTURE

	2025 RMB'000	2024 RMB'000
Share of net assets	370	371

Particulars of the Group's joint venture are as follows:

Name	Place of registration and business	Percentage of			Principal activities
		Ownership interest	Voting power	Profit sharing	
Beijing Tangdun Junhua Technology Co., Ltd. 北京唐頓峻華科技有限公司	PRC/Chinese Mainland	50	50	50	Landscaping services

The above investment is indirectly held by the Company.

The following table illustrates the financial information of the Group's joint venture that is not individually material:

	2025 RMB'000	2024 RMB'000
Share of the joint venture's loss for the year	(1)	(11)
Carrying amount of the Group's investment in the joint venture	370	371

17. AN EQUITY INVESTMENT DESIGNATED AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	2025 RMB'000	2024 RMB'000
An equity investment designated at fair value through other comprehensive income		
Unlisted equity investment, at fair value		
Beijing Zhongruan International Education Technology Co., Ltd. 北京中軟國際教育科技股份有限公司	2,963	2,301

The above equity investment was irrevocably designated at fair value through other comprehensive income as the Group considers the investment to be strategic in nature.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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18. OTHER NON-CURRENT ASSETS

	2025 RMB'000	2024 RMB'000
Performance deposits paid to secure:		
Long term sale and leaseback liabilities	10,051	19,950
Acquisition of leasehold land	2,000	5,000
Total	<u>12,051</u>	<u>24,950</u>

19. TRADE RECEIVABLES

	2025 RMB'000	2024 RMB'000
Trade receivables	1,060	573
Impairment	—	—
Net carrying amount	<u>1,060</u>	<u>573</u>

The Group's students are required to pay tuition fees and boarding fees in advance for the upcoming school year, which normally commences in September. The outstanding receivables represent amounts related to students who have applied for deferring payment of tuition fees and boarding fees. There is no fixed term for deferred payments. The Group seeks to maintain strict control over its outstanding receivables to minimise credit risk. Overdue balances are reviewed regularly by senior management. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified students, there is no significant concentration of credit risk. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. Trade receivables are non-interest-bearing.

An ageing analysis of the trade receivables as at the end of the reporting period, based on the invoice date and net of loss allowance, is as follows:

	2025 RMB'000	2024 RMB'000
Within 1 year	<u>1,060</u>	<u>573</u>

The Group applies the simplified approach to provide for the expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected credit loss provision for all trade receivables.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

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19. TRADE RECEIVABLES *(Continued)*

The Group assessed the expected credit losses on trade receivables from students grouped based on the ageing of the trade receivables, considering the historical default experience and forward-looking information, as appropriate. The Group uses debtors' ageing to assess the impairment for students in relation to its college and high school education because these customers consist of a large number of students with common risk characteristics that are representative of the students' abilities to pay all amounts due in accordance with the contractual terms. During the current year, the Group estimated the expected credit loss rate for trade receivables was minimal (2024: minimal). Generally, trade receivables are written off when students drop out from the tuition programmes and are not subject to enforcement activity.

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

	2025	2024
Within 1 year		
Expected credit loss rate	–	–
Gross carrying amount (RMB'000)	1,060	573
Expected credit losses (RMB'000)	–	–

20. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

	2025 RMB'000	2024 RMB'000
Current portion:		
Prepayments to suppliers	12,670	3,846
Rental receivables	–	613
Staff advances	146	110
Deposits	8,263	6,049
Other receivables	9,018	5,058
Subtotal	30,097	15,676
Non-current portion:		
Prepayments for purchase of property, plant and equipment and right-of-use assets	13,108	10,513
Subtotal	43,205	26,189
Impairment allowance	–	–
Total	43,205	26,189

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

20. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS *(Continued)*

Except for rental receivables which applied the simplified approach in calculating ECLs, the financial assets included in the above balances relating to receivables for which there was no recent history of default and which were neither past due nor impaired were categorised in stage 1 for measurement of ECLs at the end of the reporting period. In calculating the expected credit loss rate, the Group considers the historical loss rate and adjusts for forward-looking macroeconomic data. During the current year, the Group estimated the expected credit loss rate for other receivables and other assets was minimal (2024: minimal).

The financial assets included in prepayments, other receivables and other assets above are interest-free and are not secured with collateral.

21. CASH AND CASH EQUIVALENTS AND RESTRICTED BANK DEPOSITS

	2025 RMB'000	2024 RMB'000
Cash and bank balances	310,984	347,543
Less: restricted bank deposits	(35,146)	(2,106)
Cash and cash equivalents	<u>275,838</u>	<u>345,437</u>
Restricted bank deposits:		
Current	146	2,106
Non-current	<u>35,000</u>	<u>–</u>
Total	<u>35,146</u>	<u>2,106</u>
Cash and cash equivalents denominated in:		
– RMB	272,116	337,554
– Hong Kong dollars (HK\$)	3,634	5,986
– United States dollars (US\$)	<u>88</u>	<u>1,897</u>

As at 31 August 2025, the Group's cash and cash equivalents denominated in RMB amounted to RMB272,116,000 (2024: RMB337,554,000). The RMB is not freely convertible into other currencies, however, under Chinese Mainland's Foreign Exchange Control Regulations and Administration of Settlement, and Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default.

As at 31 August 2025, the Group's restricted bank deposits of RMB35,000,000 was pledged for a long-term bank loan and interest accruals of RMB31,540,000 (note 25(a)(iii)) and was classified as non-current assets.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

22. CONTRACT LIABILITIES

Details of contract liabilities are as follows:

	31 August 2025 RMB'000	31 August 2024 RMB'000	1 September 2024 RMB'000
<i>Short-term advances received from customers</i>			
Tuition fees	281,374	278,592	263,409
Boarding fees	22,157	21,186	21,103
Total	303,531	299,778	284,512

Contract liabilities mainly include short-term advances received from students in relation to the proportionate service not yet provided. The Group receives tuition and boarding fees from students in advance prior to the beginning of each academic year. Tuition and boarding fees are recognised proportionately over the relevant period of the applicable program. The students are entitled to the refund of payment in proportion to the services not yet provided. The increase in contract liabilities was mainly due to the increase in short-term advances received from customers in relation to the provision of services at the end of the year.

23. OTHER PAYABLES AND ACCRUALS

	2025 RMB'000	2024 RMB'000
Payables for purchase of property, plant and equipment	20,500	11,116
Payables for co-operation costs	–	931
Miscellaneous expenses received from students (note (i))	15,155	24,820
Payables for salaries and welfares	5,788	10,643
Payables for labour union expenditure	5,309	3,815
Payables for central heating costs	1,256	1,594
Refund liabilities	260	260
Other tax payables	195	157
Payables for late payment surcharge on CIT	7,341	–
Deposits received	2,149	–
Other payables (note (ii))	19,222	12,373
Total	77,175	65,709

The above balances are unsecured and non-interest-bearing.

Notes:

- (i) The amounts represent the miscellaneous expenses received from students which will be paid out on behalf of students.
- (ii) As at 31 August 2024, the amounts include an amount due to a related party of RMB326,000.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

24. DEFERRED INCOME

	2025 RMB'000	2024 RMB'000
Government grants		
At beginning of year	31,455	10,627
Grants received	20,909	24,268
Transferred from other payables	–	280
Charged to profit or loss (note 5)	(4,944)	(3,720)
	<u>47,420</u>	<u>31,455</u>
At end of year		
Current	41,149	22,171
Non-current	6,271	9,284
	<u>47,420</u>	<u>31,455</u>
Total		

These government grants are related to the subsidies received from the local government for the purpose of compensating the operating expenses arising from the teaching activities and expenditures on teaching facilities of the Group. Upon completion of the operating activities and the related projects, the grants related to the expense items will be recognised as other income directly in profit or loss and the grants related to an asset will be released to profit or loss over the expected useful life of the relevant asset.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

25. INTEREST-BEARING BANK AND OTHER BORROWINGS AND INTEREST ACCRUALS

	2025			2024		
	Effective interest rate (%)	Maturity	RMB'000	Effective interest rate (%)	Maturity	RMB'000
Current						
Sale and leaseback liabilities	5.58-8.76	2026	148,112	7.36-15.14	2025	283,773
Bank loans – unsecured	3.30-4.90	2026	110,169	4.30-5.00	2025	102,197
Current portion of long term bank loans – unsecured	4.00-4.50	2026	41,459	10.71	2025	768
Current portion of long term bank loans – secured	4.80	2026	1,588	3.80-4.95	2025	13,713
Other borrowings – unsecured	9.72-10.68	2026	45,318	9.72-10.68	2025	51,242
Lease liabilities (note 14(b))	4.50	2026	794	4.50-6.64	2025	914
Total – current			<u>347,440</u>			<u>452,607</u>
Non-current						
Sale and leaseback liabilities	5.58-8.76	2027-2028	221,626	7.36-15.14	2026-2027	301,551
Bank loans – unsecured	4.80	2027	8,000	–	–	–
Bank loans – secured	4.00-4.60	2027-2035	511,975	3.80-4.95	2026-2034	241,585
Other borrowings – unsecured	3.50-4.00	2027-2030	212,366	3.50-4.00	2027-2030	221,860
Lease liabilities (note 14(b))			<u>4,435</u>	4.50-6.64	2026	<u>979</u>
Total – non-current			<u>958,402</u>			<u>765,975</u>
Total			<u><u>1,305,842</u></u>			<u><u>1,218,582</u></u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

25. INTEREST-BEARING BANK AND OTHER BORROWINGS AND INTEREST ACCRUALS

(Continued)

	2025 RMB'000	2024 RMB'000
Analysed into:		
Sale and leaseback liabilities:		
Within one year	148,112	283,773
In the second year	144,661	207,395
In the third to fifth years, inclusive	76,965	94,156
Subtotal	369,738	585,324
Lease liabilities:		
Within one year	794	914
In the second year	1,065	979
In the third to fifth years, inclusive	3,070	–
Over five years	300	–
Subtotal	5,229	1,893
Bank loans repayable:		
Within one year	153,216	116,678
In the second year	48,784	22,327
In the third to fifth years, inclusive	126,716	94,758
Over five years	344,475	124,500
Subtotal	673,191	358,263
Other borrowings repayable:		
Within one year	45,318	51,242
In the second year	28,000	–
In the third to fifth years, inclusive	–	2,181
Over five years	184,366	219,679
Subtotal	257,684	273,102
Total	1,305,842	1,218,582

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

25. INTEREST-BEARING BANK AND OTHER BORROWINGS AND INTEREST ACCRUALS

(Continued)

Notes:

The Group's loan facilities amounted to RMB726,000,000 (2024: RMB418,130,000), of which RMB687,425,000 (2024: RMB261,963,000) have been utilised as at the end of the reporting period.

Certain of the Group's bank loans and interest accruals are secured by:

- (a) Pledges over the following assets:
 - (i) the Group's right-of-use assets situated in Chinese Mainland, which had an aggregate carrying value of RMB155,675,000 (2024: RMB157,835,000) for bank loans and interest accruals of RMB176,334,000 (2024: RMB50,244,000) set out in note 14(a)(ii);
 - (ii) the Group's property, plant and equipment situated in Chinese Mainland, which had an aggregate carrying value of RMB146,146,000 (2024: RMB82,436,000) for bank loans and interest accruals of RMB98,609,000 (2024: RMB99,110,000) set out in note 13(c);
 - (iii) the Group's restricted bank deposits of RMB35,000,000 (2024: Nil) for a bank loan and interest accruals of RMB31,540,000 (2024: Nil) set out in note 21;
 - (iv) a property which belong to Mr. Liu Laixiang and Ms. Dong Ling jointly with fair value of approximately RMB17,227,000 for a bank loan and interest accruals of RMB6,006,000 as at 31 August 2025; and
 - (v) properties which belong to Mr. Liu Laixiang and Ms. Dong Ling jointly with fair value of approximately RMB20,000,000 for a bank loan and interest accruals of RMB84,967,000 as at 31 August 2024.
- (b) Pledge of a 74.5% equity interest in the Company owned by the holding company and the ultimate holding company for a bank loan and interest accruals of RMB345,560,000 as at 31 August 2025.
- (c) Pledge of a 100% equity interest in Harbin Xiangge, a subsidiary of the Company, for a bank loan and interest accruals of RMB100,136,000 as at 31 August 2025.
- (d) Pledge of rights over tuition fees and boarding fees of Heilongjiang College and Quanren School for bank loans and interest accruals of RMB423,284,000 (2024: RMB136,188,000).

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

25. INTEREST-BEARING BANK AND OTHER BORROWINGS AND INTEREST ACCRUALS

(Continued)

Notes: (Continued)

Certain of the Group's bank and other borrowings and interest accruals are guaranteed by:

(a) The following related parties:

	2025 RMB'000	2024 RMB'000
Jointly, Mr. Liu Laixiang and Ms. Dong Ling Harbin Xiangzhen Yincheng Real Estate Co., Ltd. ("Yincheng Zhiye") 哈爾濱祥振引城置業有限公司	910,166	876,183
Daqing Xiangge Enterprise Management Limited ("Daqing Xiangge") 大慶市祥閣企業管理有限公司	53,788	61,304
Harbin Junfengda Property Development Limited ("Junfengda Property") 哈爾濱竣峰達房地產開發有限公司	—	20,347
	56,419	303,336
Total	1,020,373	1,261,170

(b) The following third party:

	2025 RMB'000	2024 RMB'000
Heilongjiang Xinzheng Financing Guarantee Group Co., Ltd. ("Heilongjiang Xinzheng Financing") 黑龍江省鑫正融資擔保集團有限公司	—	2,106

(c) Corporate guarantees from Harbin Xiangge, Tianjin Quanren, Heilongjiang College, Nantong Junhua and Liankang Consulting, the subsidiaries of the Company.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

26. DEFERRED TAX

The movements in deferred tax liabilities during the year are as follows:

	Accelerated tax depreciation RMB'000	Leases RMB'000	Total RMB'000
At 1 September 2023	–	–	–
Charged to profit or loss for the year	–	(115)	(115)
At 31 August 2024 and 1 September 2024	–	(115)	(115)
Attributable to increase in tax rate	(49,565)	(6)	(49,571)
Credited to profit or loss for the year	1,101	40	1,141
At 31 August 2025	(48,464)	(81)	(48,545)

Deferred tax liabilities – Leases

	Right-of-use assets RMB'000
At 1 September 2023	678
Credited during the year	(195)
At 31 August 2024 and 1 September 2024	483
Attributable to increase in tax rate	24
Charged during the year	881
Gross deferred tax liabilities at 31 August 2025	1,388

Deferred tax assets – Leases

	Lease liabilities RMB'000
At 1 September 2023	678
Charged during the year	(310)
At 31 August 2024 and 1 September 2024	368
Attributable to increase in tax rate	18
Credited during the year	921
Gross deferred tax assets at 31 August 2025	1,307

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

26. DEFERRED TAX *(Continued)*

Deferred tax assets – Leases *(Continued)*

For presentation purposes, certain deferred tax assets and liabilities have been offset in the consolidated statement of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

	2025 RMB'000	2024 RMB'000
Net deferred tax liabilities on leases recognised in the consolidated statement of financial position	(81)	(115)

Pursuant to the PRC Enterprise Income Tax Law, a 10% (or a lower rate if there is a tax treaty between Chinese Mainland and the jurisdiction of the foreign investors) withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in Chinese Mainland. The requirement is effective from 1 January 2008 and applies to earnings after 31 December 2007. The Group is therefore liable for withholding taxes on dividends distributed by those subsidiaries established in Chinese Mainland in respect of earnings generated from 1 January 2008.

As at 31 August 2024 and 2025, no deferred tax has been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the Group's subsidiaries established in Chinese Mainland. In the opinion of the directors of the Company, the Group's earnings will be retained in Chinese Mainland, so it is not probable that these subsidiaries will distribute such earnings in the foreseeable future. As at 31 August 2025, the aggregate amounts of temporary differences associated with investments in subsidiaries in Chinese Mainland for which deferred tax liabilities have not been recognised totalled approximately RMB558,139,000 (2024: RMB611,790,000), respectively.

There are no income tax consequences attaching to the payment of dividends by the Company to its shareholders.

As at 31 August 2025, the Group had tax losses arising in Chinese Mainland of approximately RMB66,185,000 (2024: RMB41,617,000), respectively, which would expire in one to five years for offsetting against future taxable profits. The Group also had tax losses arising in Hong Kong of approximately RMB5,308,000 (2024: RMB5,286,000), which are available indefinitely for offsetting against future taxable profits of the companies in which the losses arose. Deferred tax assets have not been recognised in respect of tax losses as they have arisen in subsidiaries that have been loss-making for some time and it is not considered probable that taxable profits will be available against which the tax losses can be utilised.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

27. SHARE CAPITAL

Shares

	2025 RMB'000	2024 RMB'000
Authorised:		
1,000,000,000 ordinary shares of US\$0.01 each	69,714	69,714
Issued and fully paid:		
666,667,000 ordinary shares as at 31 August 2025 (2024: 666,667,000 ordinary shares)	46,292	46,292

28. RESERVES

(a) Capital reserve

The capital reserve of the Group represents the capital contribution premium from its then shareholders.

(b) Statutory surplus reserve

Pursuant to the relevant laws in the PRC, the Company's subsidiaries in the PRC shall make appropriations from after-tax profit to non-distributable reserve funds as determined by the boards of directors of the relevant PRC subsidiaries. These reserves include (i) statutory surplus reserve of the limited liability companies and (ii) the development fund of schools.

- (i) In accordance with the Company Law of the PRC, certain subsidiaries of the Group which are domestic enterprises are required to allocate 10% of their profit after tax, as determined in accordance with the relevant PRC accounting standards, to their respective statutory surplus reserves until the reserves reach 50% of their respective registered capital. Subject to certain restrictions set out in the Company Law of the PRC, part of the statutory surplus reserve may be converted to share capital, provided that the remaining balance after the capitalisation is not less than 25% of the registered capital.
- (ii) According to the relevant PRC laws and regulations, since 1 September 2021, a for-profit private school is required to appropriate to the development fund of not less than 10% of its audited annual net income, while a non-profit private school is required to appropriate to the development fund of not less than 10% of the audited annual increase in non-restricted net assets. The development fund is for the construction or maintenance of the school, or procurement or upgrading of educational equipment.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

- (i) During the year ended 31 August 2024, the Group had non-cash additions to right-of-use assets and lease liabilities of RMB2,797,000 and RMB2,797,000 respectively, in respect of lease arrangements for buildings.
- (ii) Prepayments for purchase of property, plant and equipment and right-of-use assets of RMB132,190,000 were transferred to property, plant and equipment and right-of-use assets for the year (2024: RMB29,014,000).
- (iii) During the year ended 31 August 2025, the Group had certain properties, plant and equipment donated from third parties of RMB2,796,000.

(b) Changes in liabilities arising from financing activities

2025

	Lease liabilities RMB'000	Interest-bearing bank and other borrowings and interest accruals RMB'000	Total RMB'000
As at 1 September 2024	1,893	1,216,689	1,218,582
Remeasurement of leases	4,200	–	4,200
Changes from financing cash flows	(1,000)	13,633	12,633
Foreign exchange movement	–	6	6
Interest accretion	136	70,285	70,421
As at 31 August 2025	5,229	1,300,613	1,305,842

2024

	Lease liabilities RMB'000	Interest-bearing bank and other borrowings and interest accruals RMB'000	Total RMB'000
As at 1 September 2023	2,714	924,121	926,835
Changes from financing cash flows	(940)	214,727	213,787
New leases	2,797	–	2,797
Foreign exchange movement	–	(46)	(46)
Interest accretion	36	77,887	77,923
Early termination of lease	(2,714)	–	(2,714)
As at 31 August 2024	1,893	1,216,689	1,218,582

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

(c) Total cash outflow for leases

The total cash outflow for leases included in the consolidated statement of cash flows is as follows:

	2025 RMB'000	2024 RMB'000
Within operating activities	940	456
Within financing activities	1,000	940
Total	1,940	1,396

30. COMMITMENTS

The Group had the following contractual commitments at the end of the reporting period:

	2025 RMB'000	2024 RMB'000
Contracted, but not provided for:		
Buildings	84,299	148,121

31. RELATED PARTY TRANSACTIONS AND BALANCES

The directors are of the view that the following individuals/companies are related parties that had material transactions or balances with the Group during the year.

(a) Names and relationships of related parties

Name	Relationship
Ms. Dong Ling 董玲	One of the controlling shareholders
Mr. Liu Laixiang 劉來祥	One of the controlling shareholders
Mr. Che Wenge 車文閣	One of the directors
Mr. Wang Yunfu 王雲福	One of the directors
Yincheng Zhiye	Company controlled by Mr. Liu Laixiang
Junfengda Property	Company controlled by Mr. Liu Laixiang
Beijing Tangdun Beauty Technology Co., Ltd. ("Tangdun Beauty") 北京唐頓美景科技有限公司	Joint venture in which the entity is a venturer

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

31. RELATED PARTY TRANSACTIONS AND BALANCES *(Continued)*

(b) Transactions with related parties

The Group had the following transactions with related parties during the year:

	Note	2025 RMB'000	2024 RMB'000
Purchases of services from a company of which a director of the company is a controlling shareholder:			
Xiangrikui Equipment	(i)	—	433
Purchases of services from a company which is a venturer of a joint venture:			
Tangdun Beauty	(i)	—	1,010

Note:

- (i) Purchases of services from related companies were made with reference to the prices and conditions offered by the related companies to their third-party customers.

(c) Guarantees provided by related parties

Related parties listed in note 25 to the consolidated financial statements provided guarantees for the Group's interest-bearing bank and other borrowings and interest accruals free of charge.

As at 31 August 2025, the Group's interest-bearing bank loans and interest accruals with an aggregate carrying amount of RMB6,006,000 (2024: RMB84,967,000) were secured by pledges over the properties owned by related parties listed in note 25 to the consolidated financial statements.

(d) Compensation of key management personnel of the Group

	2025 RMB'000	2024 RMB'000
Salaries, allowances and benefits in kind	3,939	3,649
Pension scheme contributions	84	51
Total	4,023	3,700

Further details of directors' and the chief executive's emoluments are included in note 8 to the consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

32. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows:

2025

Financial assets

	Financial assets at fair value through other comprehensive income		Financial assets at amortised cost		Total
	Designated as such upon initial recognition RMB'000		RMB'000		RMB'000
An equity investment designated at fair value through other comprehensive income	2,963		–		2,963
Trade receivables	–		1,060		1,060
Other non-current assets	–		12,051		12,051
Financial assets included in prepayments, other receivables and other assets	–		17,281		17,281
Cash and cash equivalents	–		275,838		275,838
Restricted bank deposits	–		35,146		35,146
Total	2,963		341,376		344,339

Financial liabilities

	Financial liabilities at amortised cost RMB'000
Financial liabilities included in other payables and accruals	69,379
Interest-bearing bank and other borrowings and interest accruals – current	347,440
Interest-bearing bank and other borrowings and interest accruals – non-current	958,402
Total	1,375,221

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

32. FINANCIAL INSTRUMENTS BY CATEGORY *(Continued)*

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows: *(Continued)*

2024

Financial assets

	Financial assets at fair value through other comprehensive income	Financial assets at amortised cost	Total
	Designated as such upon initial recognition RMB'000	RMB'000	RMB'000
An equity investment designated at fair value through other comprehensive income	2,301	–	2,301
Trade receivables	–	573	573
Other non-current assets	–	24,950	24,950
Financial assets included in prepayments, other receivables and other assets	–	11,720	11,720
Cash and cash equivalents	–	345,437	345,437
Restricted bank deposits	–	2,106	2,106
Total	<u>2,301</u>	<u>384,786</u>	<u>387,087</u>

Financial liabilities

	Financial liabilities at amortised cost RMB'000
Financial liabilities included in other payables and accruals	26,014
Interest-bearing bank and other borrowings and interest accruals – current	452,607
Interest-bearing bank and other borrowings and interest accruals – non-current	<u>765,975</u>
Total	<u>1,244,596</u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments, other than those with carrying amounts that reasonably approximate to fair values, are as follows:

	2025 Carrying amounts RMB'000	2025 Fair values RMB'000
Financial assets		
An equity investment designated at fair value through other comprehensive income	2,963	2,963
Other non-current assets	12,051	11,442
Total	15,014	14,405
Financial liabilities		
Interest-bearing bank and other borrowings and Interest accruals (other than lease liabilities)	1,300,613	1,300,613
	2024 Carrying amounts RMB'000	2024 Fair values RMB'000
Financial assets		
An equity investment designated at fair value through other comprehensive income	2,301	2,301
Other non-current assets	24,950	22,098
Total	27,251	24,399
Financial liabilities		
Interest-bearing bank and other borrowings and Interest accruals (other than lease liabilities)	1,216,689	1,140,850

Management has assessed that the fair values of cash and cash equivalents, trade receivables, financial assets included in prepayments, other receivables and other assets and financial liabilities included in other payables and accruals approximate to their carrying amounts largely due to the short term maturities of these instruments.

At the end of each year, the finance department analyses the movements in the values of financial instruments.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS *(Continued)*

The fair values of other non-current assets, interest-bearing bank and other borrowings and interest accruals have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The changes in the Group's own non-performance risk for other non-current assets, interest-bearing bank and other borrowings and interest accruals as at the end of each year were assessed to be insignificant.

During the current year, the fair value of an unlisted equity investment designated at fair value through other comprehensive income has been estimated using a market-based valuation technique based on assumptions that are not supported by observable market prices or rates. The valuation requires the directors to determine comparable public companies (peers) based on industry, size, leverage and strategy, and to calculate an appropriate price multiple, such as enterprise value to sales ("EV/S") multiple, for each comparable company identified. The multiple is calculated by dividing the enterprise value of the comparable company by an earnings measure. The trading multiple is then discounted for considerations such as illiquidity and size differences between the comparable companies based on company-specific facts and circumstances. The discounted multiple is applied to the corresponding earnings measure of the unlisted equity investments to measure the fair value. The directors believe that the estimated fair values resulting from the valuation technique, which are recorded in the consolidated statement of financial position, and the related changes in fair values, which are recorded in other comprehensive income, are reasonable, and that they were the most appropriate values at the end of the reporting period.

Below is a summary of significant unobservable inputs to the valuation of the financial instrument together with a quantitative sensitivity analysis as at 31 August 2024 and 2025:

31 August 2025

	Valuation technique	Significant unobservable input	Range	Sensitivity of fair value to the input
Unlisted equity investment	Valuation multiples	Average EV/S multiple	0.17-28.27	0.5% increase/(decrease) in average EV/S multiple would result in increase/(decrease) in fair value by RMB15,383
		Discount for lack of marketability	15.6%	0.5% increase/(decrease) in discount for lack of marketability would result in (decrease)/increase in fair value by RMB14,813

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS *(Continued)*

31 August 2024

	Valuation technique	Significant unobservable input	Range	Sensitivity of fair value to the input
Unlisted equity investment	Valuation multiples	Average EV/S multiple	3.24-4.37	0.5% increase/(decrease) in average EV/S multiple would result in increase/(decrease) in fair value by RMB11,503
		Discount for lack of marketability	29.85%-30.15%	0.5% increase/(decrease) in discount for lack of marketability would result in (decrease)/increase in fair value by RMB4,930

The discount for lack of marketability represents the amounts of premiums and discounts determined by the Group that market participants would take into account when pricing the investments.

Fair value hierarchy

The following tables illustrate the fair value measurement hierarchy of the Group's consolidated financial instruments:

Assets measured at fair value

As at 31 August 2025

An equity investment designated at fair value through other comprehensive income

Fair value measurement using			
Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	Total RMB'000
–	–	2,963	2,963

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS *(Continued)*

Fair value hierarchy *(Continued)*

Assets measured at fair value (Continued)

As at 31 August 2024

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
An equity investment designated at fair value through other comprehensive income	–	–	2,301	2,301

The movement in fair value measurement within Level 3 during the year is as follow:

	2025 RMB'000	2024 RMB'000
An equity investment at fair value through other comprehensive income		
At 1 September	2,301	3,000
Total gain/(loss) recognised in other comprehensive income	662	(699)
At 31 August	2,963	2,301

During the years ended 31 August 2024 and 2025, there were no transfers of fair value measurements for both financial assets and financial liabilities.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS *(Continued)*

Fair value hierarchy *(Continued)*

Assets for which fair values are disclosed

As at 31 August 2025

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Other non-current assets	–	11,442	–	11,442

As at 31 August 2024

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Other non-current assets	–	22,098	–	22,098

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS *(Continued)*

Fair value hierarchy *(Continued)*

Liabilities for which fair values are disclosed

As at 31 August 2025

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Interest-bearing bank and other borrowings and interest accruals (other than lease liabilities)	–	1,300,613	–	1,300,613

As at 31 August 2024

	Fair value measurement using			Total RMB'000
	Quoted prices in active markets (Level 1) RMB'000	Significant observable inputs (Level 2) RMB'000	Significant unobservable inputs (Level 3) RMB'000	
Interest-bearing bank and other borrowings and interest accruals (other than lease liabilities)	–	1,140,850	–	1,140,850

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise interest-bearing bank and other borrowings and interest accruals, and cash and cash equivalents. The main purpose of these financial instruments is to raise finance for the Group's operations. The Group has various other financial assets and liabilities such as other non-current assets and other payables and accruals, which arise directly from its operations.

The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk and liquidity risk. The directors of the Company review and agree policies for managing each of these risks and they are summarised below.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's bank loans with floating interest rates. The interest rates and terms of repayments of the bank loans are disclosed in note 25 to the consolidated financial statements. The Group has not used any interest rate swaps to hedge its exposure to interest rate risk.

The sensitivity analysis below has been determined based on the exposure to interest rates for variable rate bank borrowings at 31 August 2024 and 2025 and it is assumed that the amounts of liabilities outstanding at 31 August 2024 and 2025 were outstanding for the whole year. A 50 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rates.

If interest rates had been 50 basis points higher/lower and all other variables were held constant, the Group's post-tax profit for the year ended 31 August 2025 would decrease by RMB4,877,000 (2024: RMB660,000). This is mainly attributable to the Group's exposure to interest rates on its bank loans with variable rates.

Foreign currency risk

The Group has transactional currency exposures. Such exposures arise from cash and cash equivalents and other borrowings denominated in US\$.

The following table demonstrates the sensitivity at the end of the reporting period to a reasonably possible change in the US\$ and RMB exchange rate, with all other variables held constant, of the Group's profit before tax (arising from US\$ to RMB denominated financial instruments) and the Group's equity:

	Increase/ (decrease)	Increase/ (decrease) in profit before tax RMB'000	Increase/ (decrease) in equity RMB'000
2025			
If the RMB weakens against the US\$	5%	(4)	(4)
If the RMB strengthens against the US\$	(5%)	4	4
2024			
If the RMB weakens against the US\$	5%	(4)	(4)
If the RMB strengthens against the US\$	(5%)	4	4

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Credit risk

The credit risk of the Group's financial assets, which comprise bank balances, trade receivables and deposits and other receivables, arises from default of the counterparty, with a maximum exposure equal to the carrying amounts of these instruments.

Maximum exposure and year-end staging as at 31 August 2024 and 2025

The table below shows the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 August 2024 and 2025. The amounts presented are gross carrying amounts for financial assets.

	As at 31 August 2025				
	12-month ECLs	Lifetime ECLs			Total RMB'000
	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Simplified approach RMB'000	
Trade receivables	–	–	–	1,060	1,060
Financial assets included in prepayments, other receivables and other assets					
– Normal*	17,281	–	–	–	17,281
Cash and cash equivalents					
– Not yet past due	275,838	–	–	–	275,838
Restricted bank deposits					
– Not yet past due	35,146	–	–	–	35,146
Other non-current assets					
– Not yet past due	12,051	–	–	–	12,051
Total	<u>340,316</u>	<u>–</u>	<u>–</u>	<u>1,060</u>	<u>341,376</u>

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

Credit risk *(Continued)*

Maximum exposure and year-end staging as at 31 August 2024 and 2025 *(Continued)*

	As at 31 August 2024				
	12-month ECLs	Lifetime ECLs			Total RMB'000
	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Simplified approach RMB'000	
Trade receivables	–	–	–	573	573
Financial assets included in prepayments, other receivables and other assets – Normal*	11,107	–	–	613	11,720
Cash and cash equivalents – Not yet past due	345,437	–	–	–	345,437
Restricted bank deposits – Not yet past due	2,106	–	–	–	2,106
Other non-current assets – Not yet past due	24,950	–	–	–	24,950
Total	383,600	–	–	1,186	384,786

- * The credit quality of the financial assets included in prepayments, other receivables and other assets is considered to be “normal” when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be “doubtful”.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

Liquidity risk

The Group monitors its risk to a shortage of funds using a recurring liquidity planning tool. This tool considers the maturity of both its financial instruments and projected cash flows from operations.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of internally generated cash flows from operations and other borrowings. The Group regularly reviews its major funding positions to ensure that it has adequate financial resources in meeting its financial obligations.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank loans, sale and leaseback liabilities and other interest-bearing loans. The Group's policy is that not more than 75% of borrowings should mature in any 12-month period. 28% of the Group's debts would mature in less than one year as at 31 August 2025 (2024: 41%), based on the carrying value of borrowings reflected in the consolidated financial statements.

The maturity profile of the Group's financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments, was as follows:

	As at 31 August 2025				
	On demand	Within 1 year	1 to 5 years	Over 5 years	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Financial liabilities included in other payables and accruals	19,222	50,157	–	–	69,379
Lease liabilities	–	1,020	5,460	300	6,780
Interest-bearing bank and other borrowings and interest accruals (excluding lease liabilities)	–	389,060	528,506	436,941	1,354,507
Total	19,222	440,237	533,966	437,241	1,403,666

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

Liquidity risk (Continued)

	As at 31 August 2024				
	On	Within	1 to	Over	Total
	demand	1 year	5 years	5 years	
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Financial liabilities included					
in other payables and accruals	13,304	12,710	–	–	26,014
Lease liabilities	–	1,000	1,020	–	2,020
Interest-bearing bank and					
other borrowings and interest					
accruals (excluding lease liabilities)	–	497,173	464,715	389,661	1,351,549
Total	13,304	510,883	465,735	389,661	1,379,583

Capital management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group is not subject to any externally imposed capital requirements. No changes were made in the objectives, policies or processes for managing capital during the year.

The Group monitors capital using a debt-to-asset ratio which is total liabilities divided by total assets. The debt-to-asset ratios as at the end of each of the years were as follows:

	2025 RMB'000	2024 RMB'000
Total liabilities	1,785,592	1,615,639
Total assets	2,640,447	2,543,534
Debt-to-asset ratio	68%	64%

35. EVENTS AFTER THE REPORTING PERIOD

There were no significant events taken place subsequent to 31 August 2025 and up to the date of approval of these consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

36. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

	2025 RMB'000	2024 RMB'000
NON-CURRENT ASSETS		
Investments in subsidiaries	3	3
Total non-current assets	3	3
CURRENT ASSETS		
Due from subsidiaries	194,149	198,961
Cash and cash equivalents	3,699	2,531
Total current assets	197,848	201,492
CURRENT LIABILITIES		
Other payables and accruals	40	179
Due to subsidiaries	3	3
Total current liabilities	43	182
NET CURRENT ASSETS	197,805	201,310
TOTAL ASSETS LESS CURRENT LIABILITIES	197,808	201,313
NON-CURRENT LIABILITIES		
Long term interest-bearing bank and other borrowings and interest accruals	2,187	2,182
Total non-current liabilities	2,187	2,182
Net assets	195,621	199,131
EQUITY		
Share capital	46,292	46,292
Reserves (note)	149,329	152,839
Total equity	195,621	199,131

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

31 AUGUST 2025

36. STATEMENT OF FINANCIAL POSITION OF THE COMPANY *(Continued)*

Note:

A summary of the Company's reserves is as follows:

	Capital reserve RMB'000	Accumulated losses RMB'000	Exchange fluctuation RMB'000	Total RMB'000
At 1 September 2024	186,578	(50,318)	16,579	152,839
Loss for the year	–	(4,086)	–	(4,086)
Other comprehensive income for the year:				
Exchange differences on translation of financial statements	–	–	576	576
Total comprehensive loss for the year	–	(4,086)	576	(3,510)
At 31 August 2025	186,578	(54,404)	17,155	149,329

	Capital reserve RMB'000	Accumulated losses RMB'000	Exchange fluctuation RMB'000	Total RMB'000
At 1 September 2023	186,578	(47,711)	18,524	157,391
Loss for the year	–	(2,607)	–	(2,607)
Other comprehensive loss for the year:				
Exchange differences on translation of financial statements	–	–	(1,945)	(1,945)
Total comprehensive loss for the year	–	(2,607)	(1,945)	(4,552)
At 31 August 2024	186,578	(50,318)	16,579	152,839

37. APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements were approved and authorised for issue by the board of directors on 28 November 2025.

DEFINITIONS

In this annual report, the following expressions shall have the following meanings unless the context requires otherwise:

“affiliate(s)”	with respect to any specific person, any other person, directly or indirectly, controlling or controlled by or under direct or indirect common control with such specified person
“AGM”	the annual general meeting of the Company
“Articles of Association” or “Articles”	the articles of association of the Company adopted by the Shareholders on 23 February 2024 and as amended, supplemented and otherwise modified from time to time
“associate(s)”	has the meaning ascribed thereto under the Listing Rules
“Audit Committee”	the audit committee of the Company
“Board”	the board of directors of the Company
“Business Day” or “business day”	a day on which banks in Hong Kong are generally open for normal banking business to the public and which is not a Saturday, Sunday or public holiday in Hong Kong
“BVI”	British Virgin Islands
“CG Code”	corporate governance code contained in Appendix C1 to the Listing Rules
“China” or “PRC”	the People’s Republic of China, excluding for the purpose of this report, Hong Kong, Macau and Taiwan
“Companies Ordinance”	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) as amended, supplemented or otherwise modified from time to time
“Company”	Leader Education Limited (立德教育股份有限公司) (stock code: 1449), an exempted company incorporated in the Cayman Islands with limited liability on June 17, 2019.
“connected person(s)”	has the meaning ascribed thereto under the Listing Rules
“Controlling Shareholders”	has the meaning ascribed thereto in the Listing Rules
“Director(s)”	the director(s) of the Company
“Directors’ Powers of Attorney”	the school directors’ powers of attorney executed by certain directors of Heilongjiang College of Business and Technology dated 6 February 2020
“Equity Pledge Agreements”	collectively, an equity pledge agreement dated 25 March 2020 and entered into by and among Mr. Liu, Ms. Dong, Liankang Consulting and Harbin Xiangge and a supplemental equity pledge agreement dated 5 April 2020 and entered into by and among the same parties

DEFINITIONS

“Exclusive Technical Service and Management Consultancy Agreement”	the exclusive technical service and management consultancy agreement entered into by and among Liankang Consulting, Harbin Xiangge and Heilongjiang College of Business dated 6 February 2020
“Foreign Investment Law”	the Foreign Investment Law of the PRC (中華人民共和國外商投資法), as enacted by the 13th National People's Congress on 15 March 2019, which came into effect on 1 January 2020
“Group”, “we” or “us”	the Company, its subsidiaries and the consolidated affiliated entities from time to time, or, where the context so requires in respect of the period before the Company became the holding company of our present subsidiaries, the entities which carried on the business of the present Group at the relevant time
“Hanan Campus”	the campus of Heilongjiang College, located at North of Yucai Road, West Street of Limin Development Zone, Harbin City, Heilongjiang Province, the PRC, with aggregated gross site area of approximately 397,914.04 sq.m.
“Harbin Xiangge”	Harbin Xiangge Enterprise Management Ltd.* (哈爾濱祥閣企業管理有限公司), formerly known as Harbin Xiangge Zhiye Co., Ltd.* (哈爾濱祥閣置業有限公司), a limited liability company established under the laws of the PRC and is held as to 60% by Ms. Dong and 40% by Mr. Liu
“Heilongjiang College” or “our school”	Heilongjiang College of Business and Technology (黑龍江工商學院), previously known as Chengdong College of Northeast Agricultural University* (東北農業大學成棟學院), a private regular undergraduate institution approved and established under the laws of PRC, of which the school sponsor's interest is wholly owned by Harbin Xiangge and consisting of Songbei Campus and Hanan Campus
“Heilongjiang College Company”	Heilongjiang College of Business and Technology Co., Ltd.* (黑龍江工商學院有限公司), a limited liability company established under the laws of the PRC on 21 March 2023, which is wholly owned by Harbin Xiangge
“HK\$” and “HK cents”	Hong Kong dollars and cents respectively, the lawful currency of Hong Kong
“Hong Kong”	The Hong Kong Special Administrative Region of the PRC
“IFRS”	International Financial Reporting Standards (which include all International Financial Reporting Standards, International Accounting Standards and interpretations) issued by the International Accounting Standards Board
“Junhua Consulting”	Beijing Junhua Business Information Consulting CO., Ltd.* (北京峻華商務信息諮詢有限公司), a limited liability company established under the laws of the PRC on 8 July 2020, which is an indirect wholly owned subsidiary of our Company
“Junhua Education”	Junhua Education Limited (峻華教育有限公司), a company incorporated under the laws of the BVI on 18 June 2019 and wholly-owned by Mr. Liu, our Controlling Shareholder

DEFINITIONS

“Junhua Secondary Vocational”	Nantong Junhua Secondary Vocational School Co., Ltd.* (南通峻華中等職業學校有限公司), a limited liability company established under the laws of the PRC on 15 November 2023, which is wholly owned by Nantong Junhua
“Junhua School”	Hai'an Junhua Vocational Skills Training School Co., Ltd.* (海安市峻華職業技能培訓學校有限公司), a limited liability company established under the laws of the PRC on 6 January 2023, which is wholly owned by Nantong Junhua
“Liankang Consulting”	Heilongjiang Liankang Business Information Consulting CO., Ltd.* (黑龍江聯康商務信息諮詢有限公司), a limited liability company established under the laws of the PRC on 8 August 2019, which is an indirect wholly owned subsidiary of our Company
“Listing Date”	6 August 2020, since which the Shares of the Company have been listed on the Stock Exchange
“Listing Rules”	the Rules Governing the Listing of Securities on the Main Board of the Stock Exchange
“Loan Agreement”	the loan agreement entered into by and among Liankang Consulting, Harbin Xiangge and Heilongjiang College of Business and Technology dated 6 February 2020
“Memorandum of Association” or “Memorandum”	the memorandum of association of our Company adopted on 24 February 2023 and as amended from time to time
“Model Code”	the model code for securities transactions by directors of listed issuers as set out in Appendix C3 of the Listing Rules
“MOE”	the Ministry of Education of the PRC (中華人民共和國教育部)
“Mr. Liu”	Mr. Liu Laixiang (劉來祥), the Chairman, the Chief Executive Officer, an executive Director and a Controlling Shareholder and the spouse of Ms. Dong
“Ms. Dong”	Ms. Dong Ling (董玲), an executive Director and a Controlling Shareholder and the spouse of Mr. Liu
“Nantong Junhua”	Nantong Junhua Kechuangyuan Ltd* (南通峻華科創園有限公司), a limited liability company established under the laws of the PRC, which is held as to 77.97% by Heilongjian College and 22.03% by Leader Education (HK) Limited
“Negative List”	Special Administrative Measures for Access of Foreign Investment (Negative List) (2020) (《外商投資准入特別管理措施(負面清單)》) (2020年版) which was promulgated by the NDRC and the MOFCOM on 23 June 2020 and became effective on 23 July 2020
“Nomination Committee”	the nomination committee of the Company

DEFINITIONS

“PRC Consolidated Affiliated Entities”	the entities that we control through the Structured Contracts, which comprised Harbin Xiangge, Heilongjiang College of Business and Technology, Nantong Junhua, Junhua School, Heilongjiang College Company, Tianjin Quanren, Quanren School and Junhua Secondary Vocational
“Prospectus”	the prospectus of the Company dated 27 July 2020
“Quanren School”	Tianjin Quanren Vocational Secondary Vocational School Co., Ltd.* (天津全人職業中等專業學校有限公司), a limited liability company established under the laws of the PRC on 10 October 2023, which is wholly owned by Tianjin Quanren
“Remuneration Committee”	the remuneration committee of the Company
“Reporting Period”	the year ended 31 August 2025
“RMB”	Renminbi, the lawful currency of the PRC
“School Sponsor’s and Directors’ Rights Entrustment Agreement”	the school sponsor’s and directors’ rights entrustment agreement entered into by and among Harbin Xiangge, Heilongjiang College of Business and Technology and certain directors thereof and Liankang Consulting dated 6 February 2020
“School Sponsor’s Powers of Attorney”	the school sponsor’s powers of attorney executed by Harbin Xiangge in favour of Liankang Consulting dated 6 February 2020
“SFO”	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended and supplemented from time to time
“Share(s)”	ordinary share(s) of US\$0.01 each in the share capital of our Company
“Shareholder(s)”	the shareholder(s) of the Company
“Shareholders’ Rights Entrustment Agreement”	the shareholders’ rights entrustment agreement entered into by and among Mr. Liu, Ms. Dong, Harbin Xiangge and Liankang Consulting dated 6 February 2020
“Shuren Education”	Shuren Education Limited (樹人教育有限公司), a company incorporated under the laws of the BVI on 18 June 2019 and wholly-owned by Ms. Dong, our Controlling Shareholder
“Songbei Campus”	the Campus of Heilongjiang College, located at Xinxing Dongguang Village, Zhoujia Dongyue Village, Shuangcheng District, Harbin City, Heilongjiang Province with aggregated gross site area of approximately 144,095 sq.m.
“Stock Exchange”	The Stock Exchange of Hong Kong Limited
“subsidiary(ies)”	has the meaning ascribed to it in sections 15 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong)
“substantial shareholder(s)”	has the meaning ascribed thereto under the Listing Rules

DEFINITIONS

“Tianjin Quanren” Tianjin Quanren Education Technology Co., Ltd.* (天津全人教育科技有限公司), a limited liability company established under the laws of the PRC on 2 August 2023, which is wholly owned by Harbin Xiangge

“%” per cent.

If there is any inconsistency between the Chinese names of entities or enterprises established in the PRC and their English translations, the Chinese names shall prevail. The English translation of company or entity names in Chinese or another language which are marked with “*” and the Chinese translation of company or entity names in English which are marked with “*” is for identification purpose only.